

California's **STRATEGIC FIVE-YEAR PLAN**

**For Title I of the
Workforce Investment Act of 1998
and the
Wagner-Peyser Act**

Full Plan

**For the Period of
July 1, 2000 – June 30, 2005**

**April 1, 2000
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**Gray Davis
Governor**



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EXECUTIVE SUMMARY

Governor Gray Davis has provided the foundation for California's statewide workforce development system by appointing members to the California Workforce Investment Board (State Board). The members represent the full range of public and private interests in workforce development, including private sector members from key industries in California's new economy. The State Board's role in creating a customer-focused and accountable workforce development system accessible to all Californians complements the Governor's strong interest in ensuring that California's education system provides the lifelong learning that is essential to success in the 21st century.

Since December 17, the Governor has made appointments to create a State Board with 64 members in accordance with Executive Order D-9-99, issued October 10, 1999. On January 5, 2000, the Governor designated the California Health and Human Services Agency with overall administrative responsibility for California's Workforce Investment Act (WIA) implementation. These actions established the policy and administrative structure necessary to implement and operate WIA in California.

This State Plan emphasizes the importance of linking economic development and workforce development. California's workers and employers must have the skills needed to remain competitive in the global economy. The strategic direction of California's workforce development system will be to provide the customers with the information and services they need to obtain education and training that responds to the career opportunities and industry requirements of the new economy.

This State Plan incorporates new requirements of the WIA, including the statewide Eligible Training Provider List (ETPL) and the use of Individual Training Accounts (ITAs). It builds on the foundation of work that California already has in process to ensure accountability at the State and local levels. In addition, California has a rapidly expanding network of One-Stop Career Center Systems that provide comprehensive information and services, many local School-to-Career partnerships, and State and regional partnerships established under the Regional Workforce Preparation and Economic Development Act (RWPEDA).

The importance of local decision-making and system-building also is fundamental to this State Plan. California recognizes the diversity of local needs, and of local and regional responsibility for systems to meet these unique needs. While the State will develop the necessary policies to facilitate statewide system-building, chief elected officials, Local Workforce Investment Boards (Local Boards), One-Stop operators, and training providers are responsible for local system-building and will be accountable for program outcomes and performance. California's place in the global economy will depend on effective education, training, and employment-related programs and services delivered at the local level.

This Plan represents another step that moves California toward an accessible, effective and outcome-driven workforce development system. In coming years, important policy decisions must be made and incorporated into a strategic process to make the transition from the current employment and training, education and economic development programs to a comprehensive workforce development system.

The format of this State Plan complies with the state planning guidance issued by the Department of Labor (DOL). We have attempted to identify issues that we believe are of particular interest in shaping California's workforce development system.

This plan has been updated to include additional elements that were requested by DOL and completed after the plan was initially submitted in March 2000. Addendum 1 includes the State's performance goals for the first three years of WIA. Addendum 2 contains California's response to the questions asked by DOL during their initial review of the plan. Addendum 3 includes the State's vision and goals for the workforce investment system; a strategic plan for staff capacity-building; and a comprehensive youth services strategy. These items were adopted by the State Board in December 2000. The plan has been revised to reference information contained in these addendums, as appropriate. These references appear in italics.

I. PLAN DEVELOPMENT PROCESS:

- A. Describe the process for developing the State Plan (including a timeline) that ensures meaningful public comment (e.g., did you post it on your webpage, hold public forums, create inter-agency workgroups?). Include a description of the Governor's and the State Board's involvement in drafting, reviewing, and commenting on the Plan. What actions did your State take to collaborate in the development of the State Plan with local elected officials, Local Board, and youth councils, representatives of businesses (including small businesses), labor organizations, and other interested parties (such as educators, vocational rehabilitation agencies, service providers, State Equal Opportunity officers, and organizations representing individuals with multiple barriers to employment)? (§§111(g), 112(b)(1), 112(b)(9).)**

Shortly after the passage of the Workforce Investment Act (WIA) in August of 1998, the State began discussion with interested parties to begin developing program content and framing the policies needed to implement WIA and establish a new workforce development system. Many organizations including the State Job Training Coordinating Council (SJTCC), educational agencies, and other State and local partners established and participated in workgroups that served as forums to discuss issues, identify possible solutions, and develop products that contributed to the State Plan. In addition, DOL Region VI staff provided technical assistance and guidance to assist in the development of WIA implementation work products including the State Plan. These efforts were coordinated through the California Office of Workforce Investment. The State Board website, www.calwia.org, was also developed to provide an interactive process to facilitate comment on the draft State Plan and other documents. Comments and suggestions were solicited through meetings of the Interdepartmental Workgroup (IWG), Service Delivery Area (SDA) Administrators, Job Service (JS) Managers, and representatives of Community-Based Organizations (CBOs), as well as through meetings with individuals representing many different agencies and interest groups. Additionally, State Plan comments were solicited through direct mailings to chief elected officials.

Some of the issues and products that the workgroups addressed included:

- Performance-Based Accountability (PBA);
- Services to Youth;
- Individual Training Accounts (ITAs);
- The Eligible Training Provider List (ETPL);
- Local Workforce Investment Area designation;
- Selection of One-Stop Career Center operators;

- Criteria for Local Workforce Investment Board (Local Board) membership; and
- Orientation materials for the State Board, including conflict of interest criteria, bylaws, and operating rules.

The workgroups, their activities and accomplishments are discussed in Attachment A-1: WIA Activities Timetable; Attachment A-2: WIA Workgroups and Activities, and Attachment A-3: Workgroup Membership Rosters.

At the first meeting of the State Board, members approved the draft State Plan for release to begin the public comment process. Board members also participated in the public hearings. The Board members led the hearings and asked clarifying questions of those who testified. This participation gave Board members an opportunity to hear first-hand from system stakeholders their concerns about specific issues. The Board members reviewed and approved Plan revisions that resulted from the public comment process prior to the Plan being finalized and transmitted to the Governor for submission to DOL.

B. Demonstrate how comments were considered in the Plan development process.

After the State Board meeting on January 27 and 28, 2000, the State Board began an extensive formal public review process. This included distribution of the draft State Plan to parties with major roles in WIA and workforce development, and access to the draft State Plan on the State Board website. During the month of February, State Board members conducted a series of public meetings in San Diego, Anaheim, Sacramento, Fresno, South San Francisco and Los Angeles to ensure that all interested parties had the opportunity to comment on the State Plan. A broad spectrum of workforce investment stakeholders provided public comment, including representatives from CBOs, Local Workforce Investment Areas (Local Areas), private sector, labor, community colleges, adult education, Department of Rehabilitation and the Department of Alcohol and Drug Programs. The State Board also used this formal process to encourage discussion of the policies and actions needed to build a comprehensive statewide workforce development system.

In addition to the public hearings, comments were received via the website, in writing and by fax. In total, over 300 comments were received during the public process. All comments were reviewed and summarized by staff. Comments were then sorted by Plan section and summarized into policy themes. At the State Board meeting on March 15, 2000, these themes were used to propose revisions to the State Plan as well as to identify policy issues for future consideration by the State Board.

II. STATE VISION AND GOALS:

A. What is the State's vision of how the statewide workforce investment system will look at the end of the five-year period covered by this plan?

The vision and strategic goals are significant in guiding California's workforce development system. A starting point for discussion of a vision for California's workforce development system is offered below:

Vision: In order to achieve sustainable economic growth, meet the demands of global competition in the modern economy, and improve the quality of life for all Californians, California shall have a comprehensive workforce development system of education and workforce preparation linked to economic development that sets the standards for the nation and the world.

During the public review of the draft Plan, comments indicate that the State Board should work toward adopting a vision that is inclusive and unifying and that clearly states the integral role of all partners in the system.

This Plan reflects a way to begin implementing WIA in California. Establishment of strategic goals for workforce development depends on agreeing to principles that will guide the workforce development system. The State Board will be actively engaged in developing these strategic goals in partnership with stakeholders and partners of the system. California recognizes the importance of the principles that are the foundation of WIA: streamlining services, empowering individuals, universal access, increased accountability, strong roles for Local Boards and the private sector, state and local flexibility, and improved youth programs. These principles and the One-Stop Career Center delivery system, are the foundations for California's implementation of WIA.

California has developed a policy framework for its comprehensive workforce development system as referenced by RWPEDA that incorporates policies that California considers fundamental to workforce development. These policies include services that will provide employers with the skilled workers needed for economic growth, education as the foundation of the workforce development system, efficient and effective use of public resources, and recognition of the roles of established governing and advisory bodies and administrative agencies. In combination, these federal and State principles and policies give California the context for the discussion needed to establish its workforce development system.

The Vision and Goals for California's Workforce Investment System were adopted by the State Board in December 2000 and are included in Addendum 3, beginning on page A3-3.

B. Identify the performance indicators and goals the State has established to track how well your workforce investment system meets the needs of its adult, dislocated worker, youth and employer customers. At a minimum, for each performance indicator described at Section 136, and, 20 CFR 666.100, the State must develop an objective and quantifiable performance goal (the "state-expected level of performance") for each of the first three program years. States may want to use a chart such as the one in Attachment B (Guidance, including definitions of specific indicators, has been provided separately.). (§§112(b)(3), 136.)

Answer is included with response to question II.C.

C. For each of the core indicators, the customer satisfaction indicators and additional state measures, explain how the State worked with Local Boards to determine the level of the performance goals. States are encouraged to address how the performance goals for local workforce investment areas and training providers will help them attain their Statewide performance goals. Include a discussion of:

- **How the levels compare with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided;**
- **How the levels will help you achieve a high level of customer satisfaction; and**
- **The extent to which these levels promote continuous improvement over the five years of the Plan. (§§112(b)(3), 136(b)(3).)**

WIA requires that states must include the negotiated levels of performance for the first three years of WIA with their State Plan submission. The DOL issued final guidance to states on the technical aspects of the core indicators and the negotiation process on March 3, 2000. In anticipation of this guidance, California began the process of developing performance levels for the first three years of WIA operations based on preliminary federal guidelines. Upon completion of the performance negotiation process and the agreement on final levels of performance by the State and DOL, California will submit a Plan modification that reflects the agreed to performance levels. The State established a workgroup of State, local, and DOL representatives to assist in the development of the State and local performance goals. This consultative process will result in recommendations for each of the 17 core indicators defined in WIA, including participant and employer customer satisfaction measures. The workgroup reviewed State and local performance estimates that were developed using the current DOL definitions for the performance measures. In addition, the workgroup will consider economic and demographic data, the performance goals established by other states, historical performance information from the Job Training Partnership Act (JTPA) and JS programs, and data provided through the PBA system.

The State's objective is to set performance levels high enough to ensure overall customer satisfaction with the system. The State will periodically review the performance levels, including customer satisfaction, and will use continuous quality improvement processes to improve performance.

The State has begun the local negotiation process to establish core performance levels and has developed a preliminary plan to complete the negotiations by June 30. Attachment B, Timeline for Performance Negotiation, describes the steps of that process and the timeframe for the completion of the steps.

Performance negotiations were completed by June 30, 2000, as expected. Negotiated performance levels for the first three years of the program are included in Addendum 1.

III. ASSESSMENT:

A. Market Analysis

- 1. Describe the key trends that are expected to shape the economic environment of the State during the next five years. Which industries are expected to grow? Which will contract? What are the economic development needs of the state? (§112(b)(4))**

Key Trends

California is in its sixth year of economic expansion, the State's third longest recovery period since World War II. All of the jobs lost during the previous recession have been recovered, and an additional 1.6 million jobs have been added to California's economy. It is forecast that from now until 2006, employment growth will add an average of 300,000 jobs per year.¹

California is a State of widely varying regions. Each region has different economies, each with a variety of different challenges. From low unemployment numbers in the Bay Area, to higher unemployment in the Central Valley, mixed unemployment and high welfare numbers in Los Angeles, the State is varied from one workforce area to another.

While most sub-state areas have recorded job gains and lower unemployment over the past five years, the pace of expansion has varied. Disparities in regional economic growth are related to the industries on which the local economy is based, differing rates of population growth, cost factors, environmental regulations, land availability and other factors. For example, California's Central Valley is still experiencing unemployment rates that greatly exceed those of other more prosperous regions of the state.

¹ Employment Development Department, Labor Market Information Division.

A transformation into a new economy is underway in California, one in which information tools and skills are dramatically affecting new and existing industries. Expanding sectors in this new economy include: high-tech manufacturing, advanced telecommunications, motion pictures and multimedia, tourism, space and navigation, professional services, tools and content for the Internet.

The following issues will affect the amount of growth that California will ultimately experience:

California small businesses are expanding. California is attracting a larger share of the nation's venture capital funding than ever before, creating even more opportunities for new and expanding small businesses. These small businesses provide a major portion of new jobs in all sectors of the economy, especially in the high-tech sector.²

California's population is becoming older and more diverse. California's rate of population growth is expected to stabilize at the same time the population is aging. The Hispanic population will account for over one-half of all population growth between 1997 and 2003. Hispanics will comprise 35 percent of the population at which point there will be no ethnic majority (Attachment C-1: Changing Age Distribution of the California Population and Attachment C-2: Changing Race/Ethnicity Distribution of the California Population).

Welfare reform and the persistent income gap challenge our workforce system. The need to increase self-sufficiency and raise the income of the bottom tier will be a persistent and ongoing challenge.

Worker shortages are reported widely in high technology manufacturing and service businesses, health care, construction, and agriculture. A shortage of workers with technical skills has forced the Silicon Valley companies to recruit employees from overseas, and the agricultural industry to advocate for foreign guest workers.

Growing Industries

The service sector will grow by 150,000 jobs per year to the year 2006. Four of every five new service jobs created will occur in just four industries: Business Services, Health Services, Engineering and Management, and Social Services. Much of this growth will result from an increase in population, but the particular growth in Health Services and Social Services is tied to California's aging population.

In State and local government, employment in Education will continue to grow due in large part to population growth and ongoing education reforms including class size reduction. These trends will result in a continuing shortage of qualified teachers until California gets new teachers trained and in the workforce.

² Stephen Levy, Director of the Palo Alto-based Center for the Continuing Study of the California Economy.

The Transportation and Public Utilities sector will expand at a solid pace through the year 2006. The capacity of the Trucking and Warehousing industry to create new employment depends on the performance of the economy in the long term. Despite the effects of deregulation, the Communications and Utilities industry division will experience significant employment growth.

California's expanding economy and low interest rates have created a growing demand for residential and non-residential buildings. If interest rates remain at the current low level, the strong demand for both types of construction will persist, and the Construction sector will likely sustain its current expansion through the year 2006. Special Trade Contractors that primarily engage in carpentry and floor work, electrical work, concrete work, and others will account for most of the new jobs within the Construction sector.

Declining Industries

Throughout the next several years, the Finance industry will continue consolidating and restructuring. Customers will increase their use of automated services and will bank in new locations, such as grocery stores. As a result, a substantial job loss in the industry with Depository Institutions, including Tellers and First-Line Supervisors is likely to occur.

While the long-term outlook for employment growth in the Government sector is favorable, the government share of total nonagricultural employment will decline through the year 2006. Particularly, the long-term outlook for federal government employment reflects a continued job loss because of the effects of base closures. Through job elimination and worker relocations to other states, California expects to lose approximately 11,000 Federal Government jobs.

2. Identify the implications of these trends in terms of overall availability of employment opportunities by occupation, and the job skills necessary in key occupations (§112(b)(4)).

Growing Occupations

The number of Computer Engineers, Computer Support Specialists, Systems Analysts, and Data Base Administrators will double between 1996 and 2006. These occupations will require that workers have operations analysis and trouble-shooting skills. Additionally, Computer Engineers will need strong mathematical, organizational, programming, and science skills. Computer Support Specialists will need testing, instructing and problem identification skills. In addition, Systems Analysts will need testing, programming, and reading comprehension skills.

The need for Home Health Care Workers, Physical Therapy Assistants and Aides, Nurses, and Personal and Home Care Aides are a reflection of California's aging population and new medical technology. Each of these health-related occupations is growing at an average annual rate greater than 8% compared to a 2-1/2% for all occupations. People filling these positions will need to have good communication

skills as well as a heightened level of social perceptiveness and active listening skills.

The top 50 growing occupations account for over 50% of all job growth. Over half of all jobs generated by these 50 occupations require less than one month of on-the-job training. Twenty-five percent of these jobs will require at least a bachelor's degree. In terms of absolute growth, there are five occupations that stand out. The occupations in order of growth are Cashiers, General Managers, Retail Salespersons, Guards and Watch Guards, and Receptionists and Information Clerks.

Declining Occupations

Typists, Computer Operators, Tellers, and Welfare Eligibility Workers top the list of occupations projected to experience fairly large employment declines. Office automation will contribute to the continuing decline of Typists. The decreasing use of mainframe computers will further reduce the need for Computer Operators. The need for Welfare Eligibility Workers will continue to decrease, as the number of people needing service declines. Service stations will continue to become more automated. As a result, the need for Service Station Attendants will decline.

3. Given the projected job skills needed in the State, identify the projected skill development needs by key customer segments. (§112(b)(4).)

All Californians are key customers of the workforce system. Traditional customers include employers and workforce investment participants such as younger youth, older youth, adults, and dislocated workers as well as those needing additional assistance such as underemployed and California Work Opportunity and Responsibility to Kids Act (CalWORKs) recipients. California proposes to meet the skill development needs of its key customers by continuing efforts to identify and close the gaps between employer skill needs and current and future workforce participant skill sets.

Core skills have been identified for many industries and occupations. These include reading comprehension, English language proficiency, mathematics skills, problem identification, troubleshooting, active listening, judgment, and decision-making. In addition, high-technology occupations typically require operations analysis, programming, and technical design skills. Health and social services occupations typically require a service orientation, social perceptiveness, and speaking skills.

In addition, Local Boards should analyze their local markets and describe their needs. These needs will vary for skills identified in high technology, entertainment, manufacturing, health care, agriculture, tourism, and service industries, depending on the local labor markets. In general, employers throughout the State report that there is a gap in basic skills needed by individuals who are preparing to enter work. Essential employability skills (soft skills) like time management, following instructions, teamwork, ability to give and receive feedback, and communication skills are sorely lacking in many customers, especially welfare recipients and youth.

By empowering individuals with the information and resources they need to manage their own career, customers will be able to identify the career opportunities they are interested in, the skills needed for that occupation and then obtain training through the workforce system to develop those skills. Each customer will have maximum flexibility to pursue individual occupational goals.

B. State Readiness Analysis

1. Leadership

a. State Workforce Investment Board

- i. Describe the organization and structure of the State Workforce Investment Board. Did you create a new Board or did you "grandfather" an alternative entity as the Board? If you "grandfathered" an existing Board, (1) state whether the Board existed on December 31, 1997, (2) state whether the Board was established under the Job Training Partnership Act (as a State Human Resource Investment Council or State Job Training Coordinating Council under JTPA Section 122 or Title VII) or is "substantially similar" to the WIA membership requirements, and (3) describe how the Board includes, at a minimum, two or more representatives of businesses and labor organizations in the State. (§§111, 112(b)(1).)**

With the issuance of Executive Order D-9-99 (Attachment D), Governor Davis established a new State Board and terminated the appointments to the SJTCC. The Governor made appointments to create a State Board with 64 members who represent the full range of public and private sector entities with interests in workforce development. The State Board will fulfill all responsibilities required under WIA and any remaining responsibilities required under the JTPA.

At its March 15 meeting, the State Board adopted bylaws and an initial committee structure as reflected in Attachment E.

- ii. Identify the organizations or entities represented on the Board. If you are using an alternative entity which does not provide for representative membership of each of the categories of State Board membership required under WIA section 111(b)(1), describe how the State will ensure an ongoing role for any such group in the workforce investment system. (§§111(a-c), 111(e), 112(b)(1).)**

On December 17, 1999, Governor Davis announced appointments to the State Board (Attachment F: State Board Member Roster).

- iii. Describe the process your State used to identify your State Board members. If you established a new Board, how did you select Board members, including business representatives, who have optimum**

policy-making authority and who represent diverse regions of the States as required under WIA? (§§111(a-c), 112(b)(1).)

Nominations were solicited from California's major business and labor associations, such as the California Manufacturers Association, chambers of commerce, and the AFL-CIO. The associations nominated individuals to represent their constituency and were advised that the Governor would take into consideration the individuals' policy-making authority and other demographic information. Governor Davis appointed members to the State Board who reflect California's social and economic diversity and complexity, and the leading industries in California's new economy. The appointees have optimal policy-making authority within their organizations. Their expert knowledge and experience will ensure that the State Board takes a leadership role in recommending sound policies for workforce development for California's new economy.

iv. Describe how the State Board will collaborate with other entities (e.g. with Local Boards) in carrying out its functions under section 111d? (§111(d), 112(b)(1).

Information on how the State Board will ensure access to information and meetings for persons with disabilities is included in Addendum 2 on page A2-1.

The State Board will collaborate at the State level with advisory and governing bodies and State agencies responsible for workforce development programs. This State-level consultation and collaboration is essential to the State's ability to make sound policy recommendations that are effective for all of the agencies involved in workforce development.

The State Board will develop methods for Local Boards, One-Stop operators, program and service providers, and other local stakeholders to participate in the development of policy recommendations. Assuring participation in the policy development process is essential in forging the necessary partnership between the State and local counterparts of the system. The State Board will assure collaboration and communication with system stakeholders at both the State and local level through a variety of strategies including:

- Developing and recommending policies, performance expectations, and systems outcomes using a variety of inclusive processes and developing a communication strategy to assure that chief elected officials, governing bodies, and agencies are part of the process.
- The State Board website, which includes information on the State Board and its committees, provides access to documents and special reports, meeting calendars, meeting notices, and important policy documents.

Because the web page is interactive, it allows the State Board to provide and receive information from the Local Boards and others.

- Conducting public hearings and townhall forums to provide opportunities for public input into the development of policy related to the workforce development system.
- State Board members who represent multiple constituencies will help to ensure that the State Board recognizes local needs that will be addressed in State Board deliberations.
- The State Board will utilize the knowledge of practitioners, local officials responsible for program administration, and local service providers. The State Board may do this in a variety of ways, including the use of special or ad hoc committees or advisory groups to provide in-depth analyses and recommendations on specific policy issues. These committees will provide forums for local agencies, service providers, and other local interests, to help facilitate local system-building and provide guidance for Local Boards.
- The State Board will take advantage of opportunities to hold joint meetings with other advisory bodies and with governance bodies such as the Board of Governors of the California Community Colleges and the California State Board of Education, Board of Supervisors, and City Councils.
- The State Board will review and comment on local workforce development plans, including WIA, educational plans, and other related plans.

b. Identify the actions that constitute a conflict of interest for any State or Local Workforce Investment Board Member, including voting on any matter regarding the provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), 117(g))

The members of the State Board and Local Boards will be subject to State law governing conflict of interest (Government Code §81000-91014). The California Fair Political Practices Commission is charged with the administration and implementation of this law. Section 87100 of the Government Code establishes the following prohibitions:

“No public official at any level of state or local government shall make, participate in making, or in any way attempt to use his official position to influence a governmental decision in which he knows or has reason to know he has a financial interest.”

Pursuant to State law, the State Board and each local agency will adopt and promulgate a Conflict of Interest Code. The State Board and Local Board members will be required to file a statement of economic interest with the Fair Political Practices Commission. The statements of economic interests identify the specific financial information members will have to disclose.

No member of the State Board or a Local Board may cast a vote on any matter that has a direct bearing on the services that are to be provided to that member (or any organization that such member represents) or any matter which would directly benefit the member or organization that the member represents. The member(s) shall identify any conflict of interest directly related to such matters prior to discussion and consideration of the matter by the State Board or a Local Board.

c. Local Boards

- i. Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of Local Board members based on the requirements of section 117. (§§112(b)(6), 117(b).)**

Under WIA, it is the responsibility of the Governor, in partnership with members of the State Board, to establish criteria for chief elected officials to use when appointing members to Local Boards. After consideration of all public comment on the Draft Plan, the State Board recommends that the Governor use the following to establish Local Board membership criteria:

- Require new boards that represent the membership specified in WIA and not allow existing Private Industry Councils or other alternative entities to be certified as Local Boards.
- Strongly encourage chief elected officials to appoint additional members representing key stakeholders such as county welfare departments, private post-secondary schools, community colleges, public schools, and community-based organizations.

Application and certification procedures for Local Boards will be established. We anticipate that a majority of Local Boards will be certified by July 1, 2000, and fully expect this process to be completed no later than December 31, 2000.

Local Areas must also establish a Youth Council within this timeframe to have a certified Local Board. Youth Council membership must include representatives of business and labor and be closely linked to local educational institutions (e.g., public schools, community colleges, other post-secondary institutions).

- ii. **If the Governor certifies an alternative entity to perform the functions of a Local Board, demonstrate that the alternative entity meets the requirements of WIA section 117(i)(§117(i).)**

Not applicable.

d. Allocation Formulas

- i. **If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute to local areas the 30% discretionary formula adult employment and training funds and youth funds under sections 128(b)(3)(B) and 133(b)(3)(B). How will this discretionary formula help you avoid significant shifts in funding levels to local areas (that may result from local areas not having substantial unemployment or excess unemployment)? (§§112(b)(12)(A-B), 128(b)(3)(B), 133(b)(3)(B).)**

California will use the standard allocation method to distribute adult and youth funds for the first WIA program year. Adult employment and training funds will be distributed to local areas using the formula prescribed in WIA that takes into consideration unemployed individuals in areas of substantial unemployment; the relative excess number of unemployed individuals in the State; and the number of individuals unemployed 15 weeks or more. For youth funds, the first two factors in the formula are the same and the third consideration is based on the relative number of disadvantaged youth in the State.

The State Board may evaluate the allocation method based on experience gained during the first year of program operation, and may choose to recommend use of the discretionary formula in subsequent years.

- ii. **Describe the State's allocation formula for dislocated worker funds under section 133(b)(2)(B) including the factors and weights assigned. Provide an explanation if the State opted to use other information sources or omit any of the information sources specified in section 133(b)(2)(B)(ii). (§§112(b)(12)(C), 133(b)(2)(B).)**

Additional information on data sources that were considered in developing the allocation formula for this funding source is provided in Addendum 2 on page A2-2.

California will allocate funds to local areas for dislocated worker employment and training activities using the following factors as prescribed in WIA. The State Board may review these factors and their weights and make a different recommendation to the Governor for future years' allotments.

- Twenty-five percent based on the number of unemployed individuals in Areas of Substantial Unemployment (ASU) in comparison to the total unemployed in such ASUs in the State.
- Twenty-five percent based on the local area share of concentrated unemployment.
- Twenty-five percent based on long-term unemployment, which is determined by the percentage of Unemployment Insurance (UI) claimants drawing 15 weeks or more of benefits and multiplying this by the total unemployed in the local area.
- Twenty-five percent based on plant closing and mass layoff data. This data is determined by the percentage of mass layoff UI claimants drawing benefits, multiplied by the total UI claimants in the local area.

iii. Describe how the individuals and entities represented on the State Board were involved in the development of these methods and factors of distribution, and describe how consultation with Local Boards and local elected officials occurred. (§112(b)(12)(A).)

The standard allocation method of distributing adult and youth funds does not require input by the State Board, chief elected officials or Local Boards. During State Fiscal Year 2000-01, the State Board will have an opportunity to become knowledgeable about allocation formulas and may choose to make policy recommendations to the Governor about future funding allotments to sub-State areas.

Funding allocations issued to local areas are referenced in Addendum 2 on page A2-3.

e. Describe the competitive processes that will be used at the State level to award grants and contracts for activities under Title I of WIA. (§112(b)(16).)

California uses the procurement law governing all State agencies (as published in the California Public Contract Code, Article 1, Section 10100 through Sections 10285.5) to award competitive and non-competitive contracts using any federal or State funds. California also uses State policy, including specific guidance and procedures regarding the State contracting process, contained in the State Contracting Manual. The State Contracting Manual is prepared by the Department of General Services (DGS) with assistance from the State Contracting Advisory Network and is maintained by the DGS Office of Legal Services. The State Administrative Manual is published under the authority of the Department of Finance and DGS. The primary method of competitive bidding for contracts generally is referred to as the Request for Proposal (RFP). Potential bidders are made aware of funding available for competitive bid through notification in the California State Contracts Register.

When appropriate, the State will use a form of the RFP called the Solicitation for Proposal (SFP) to distribute competitive local grants under the Governor's discretionary special project grant funds. Grants will be available to public, private non-profit, and private for-profit entities through the SFP process. The availability of competitive grants will be advertised on the State Board website, among others, and through public notices mailed to interested parties. As appropriate, bidders' conferences will be held at various locations throughout the State to clarify the requirements for bid submittal and grant awards.

California's well-developed SFP process includes:

- Notification of available funding is posted on the website, and mailed to an interested party mailing list of over 7,000 individuals.
- Requesting a letter of intent from prospective bidders.
- Release of the SFP to bidders and making it available via mail, e-mail, and the Internet.
- Bidders' conferences and grant writing workshops held throughout the State, conducted in person and through teleconferences.
- Upon receipt of proposals, teams of federal, State and local-level partners complete evaluation and scoring using factors given specific numeric values.
- Scoring and comments are recorded on an evaluation rubric or scoring sheet. In the event of a significant difference in the scores between two teams, a third independent reading is done.
- Depending on the funding category, site visits are conducted for proposals reaching a threshold score. Onsite scores are compiled and added to proposal reader scores to arrive at final scores.
- Staff present recommendations to the funding authority for approval.

f. Identify the criteria to be used by Local Boards in awarding grants for youth activities on a competitive basis (and based on recommendations of the Youth Councils), including criteria that will be used by the Governor and Local Boards to identify effective and ineffective youth activities and providers. (§112(b)(18)(b).)

Applications from local providers of youth services shall be solicited and selected by the local Youth Council using a competitive process. The Youth Council will make recommendations for possible grant award to the Local Board, who will provide final approval for the awarding of contracts. Each Local Board will establish procedures for competitive awards in compliance with federal, State, and local procurement policies. The State will review these procedures and

provide ongoing oversight to ensure that Local Boards comply with the non-discrimination and equal opportunity provisions of Section 188 of WIA and its implementing regulations.

To ensure high standards for both employer and customer satisfaction levels, service providers will have to demonstrate their ability to provide and coordinate comprehensive services as outlined in WIA Section 129(c)(2)(A-J).

The youth workgroup included representatives from both State and local partners including public schools, SDAs, community colleges, Job Corps, social services, and the JS. The workgroup developed criteria for use by Local Boards in awarding grants.

The Local Board, in conjunction with its Youth Council, is required to determine the most appropriate activities and programs to address the needs of their local youth population. Local Board criteria for award of youth grants will include, at a minimum, the following:

Capacity to conduct skills and needs assessments which will assist in identifying objectives which include individual service strategies that prepare youth for secondary, post-secondary, or vocational education opportunities.

Ability to provide follow-up services for 12 months.

Proof of coordination and collaboration with local secondary and post-secondary programs.

Proof of prior experience working with disadvantaged, special populations, and diverse demographic youth groups, including those youth involved with the criminal justice system.

Proof of prior experience operating education, training, and employment programs for youth.

Plans to leverage funding with other youth funding sources.

Demonstration of sound fiscal responsibility.

Proof of collaboration with profit, non-profit, public and private youth providers, as well as employers within the community.

Identification of connections to intermediary organizations linked to the job market and employers.

Ability to provide youth services that directly respond to needs identified by a community.

Innovative youth program design.

Connection with the local One-Stop Career Centers.

Safe and easily accessible locations that comply with the Americans with Disabilities Act (ADA).

Each Local Board is required to specify criteria in its strategic plan to help identify effective youth providers. At a minimum, effective youth providers will use the following criteria when determining effective or ineffective youth activities and providers:

Demonstrate, if applicable, having met performance levels negotiated with the State or having achieved acceptable performance through other program measurements.

Include parents in determining customer satisfaction with services for youth age 14-18.

Involve family members in determining service needs.

Develop relationships between youth and mentoring adults.

Provide strong case management to track program outcomes.

Provide a high level of advocacy and support to minimize barriers to the success of youth.

Assist clients with the skills to be self-sufficient.

Maintain fiscal responsibility in their organization and provide services for youth at a cost-per-client to be determined by the Local Board.

Demonstrate prior success in providing employment, education, and training services to youth by securing and encouraging involvement of local business and the employer community.

Demonstrate that the program can provide new and innovative training.

Provide comprehensive guidance and counseling.

Provide accommodations for special-needs populations.

Provide outreach services to school dropouts and out-of-school youth.

Establish high expectations.

Effective youth services will be demonstrated by their capacity to:

Meet or exceed customers' (both youth and employers) expectations.

- Improve educational achievement.

- Demonstrate the connection between learning and work by linking academic and occupational learning with the job market and employers.
- Promote youth responsibility.
- Develop youth citizenship and leadership skills.

If the Local Board determines that a service provider or activity does not meet performance levels after finalizing the contract, the provider will be given the opportunity to identify problems and solutions and to improve performance within a specified period. When poor performance is identified and not corrected, the State will provide technical assistance, require a corrective action plan and effective implementation of that plan. The contract may be suspended if, after a reasonable amount of time, the corrective action plan has not been carried out.

The DOL issued final youth program performance measures on March 3. California has limited baseline data to assist in identifying minimum levels of performance. These circumstances will make it difficult for California to establish required performance standards for youth at this time. Consequently, the State will require assurances from youth service providers that include:

A commitment to collect necessary data.

Reporting on WIA-related performance measures according to standardized methodologies when they are final.

When the necessary data are available, the State Board will make recommendations to the Governor, who will adopt appropriate youth provider performance levels, including whether separate performance criteria will be used for providers of service to youth who have special needs.

g. State Policies and Requirements (§112(b)(2).)

Describe major State policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan, including any state policies or requirements that would impact the design and implementation of local workforce investment systems.

i. These descriptions must include:

The State's eligibility criteria and documentation requirements for youth, if any, including any State definitions of "deficient in basic literacy skills" and "an individual who requires additional assistance to complete an educational program, or to secure and hold employment." (§§ 101(13), 112(b)(18)(A).)

As of now, California has not established eligibility criteria for youth, or definitions of "deficient in basic literacy skills" and "an individual who requires additional assistance to complete an educational program, or to secure and hold employment." The State Board will review the need for statewide eligibility criteria and definitions, based on California's first-year program operations, and may consider recommending criteria at a later date. Until such time, Local Boards must adopt criteria and definitions based on local need.

The criteria developed by the State and Local Boards to use to determine the availability of adult intensive and training funds, and the process by which any priority will be applied in the local area. (§§112(b)(17)(A)(iv), 134(d)(4)(E).)

California recognizes the statutory mandate of WIA to prioritize delivery of adult intensive and training services to recipients of public assistance and other low-income individuals in situations where adult local area funding is limited. Under conditions of limited funding availability, priority for service will be provided to CalWORKs recipients and/or other low-income customers. Accordingly, local areas must complete the following as part of their local plans:

- Assess local area needs for employment and training services, particularly those of CalWORKs recipients and other low-income persons.
- Identify how CalWORKs recipients and other low-income persons will be prioritized for intensive and training services, including how WIA and other One-Stop resources will be directed to these groups.

The State's policy regarding the public merit-staffed delivery of Wagner-Peyser Act services (§112(b)(7), and §§3(a), 5(b) of the Wagner-Peyser Act.

California will continue to use State public merit staff to deliver JS program services.

ii. These policies may include, but are not limited to:

Policies limiting ITAs (e.g., dollar amount or duration).

The use of ITAs represents a major change in the way training services are provided. ITAs will allow eligible participants to select a training provider from the statewide list of eligible training providers. The State Board recommends that the following be adopted to begin the development of statewide standards for managing ITAs:

- Require that all local investment in electronic infrastructure for the One-Stop Service Delivery System, including managing ITAs, contain open-system architecture and be accessible through the Internet.
- Forge reciprocal agreements with, at a minimum, the three bordering states. This would allow WIA Title 1, Subtitle B, eligible training providers to accept ITAs issued to participants by another state and would allow participants with ITAs issued by California to seek training in another state.

The State Board will consider the following in reviewing the need for further statewide standards to manage ITAs:

- Limiting the amount or duration of ITAs or both.

2. Services: Describe the current status of One-Stop implementation in the State, including:

a. Actions your State has taken to develop a One-Stop integrated service delivery system statewide.

Over a five-year period, California invested over \$50 million in its One-Stop Service Delivery System, including \$23 million in federal funds received through a competitive grant process. This investment process resulted in over 70 grants to local One-Stop partnerships that met State and federal criteria for One-Stop system-building grants. In total, local partnerships have established more than 200 One-Stop centers throughout the State. Many areas of the State have demonstrated a strong commitment to developing comprehensive One-Stop systems that include the full participation of local partners including education.

Each local area has established a One-Stop Service Delivery System. Some of these systems are well established, as illustrated by the San Diego Workforce Partnership, which has been developing comprehensive One-Stop centers for over eight years. Numerous other systems are also collaborating on a regional basis. Examples of these include Eastbay Works (four Local Area partnerships in the Bay Area with 16 One-Stop Centers), the Northern California Employment Network (three Local Area partnerships covering 13 counties), and the North Bay Employment Connection (four Local Area partnerships covering four counties).

To oversee the One-Stop initiative in California, the SJTCC created a One-Stop Career Center System Task Force (One-Stop Task Force). The composition of the One-Stop Task Force included local program operators, chief elected officials, and other representatives of State and local workforce development agencies, including educational agencies. The One-Stop Task Force adopted the following policies:

- Including Welfare-to-Work programs represented by county welfare departments as a required One-Stop partner.
- Requiring One-Stop partnerships to involve the following organizations in the development of local One-Stop systems:
 - Local economic development organizations.
 - Department of Rehabilitation.
 - K-12 education agencies.
 - Community Colleges.
 - Other local post-secondary educational institutions.
 - CBOs that provide employment and training services.
 - Identifying employers as a primary customer.
 - Developing a set of required core services for employers and other customers of the One-Stop system.

In the final round of local grants for California One-Stop system-building, (25 grants awarded in June 1999), partnerships were required to identify how all WIA-required partners would be included in the planning and implementation process. Applications that included WIA-required partners were given additional points in the competitive process.

Additionally, the One-Stop Task Force developed products (Attachment G: Compendium of One-Stop Products) to provide guidance for local One-Stop system-building, including:

- Memorandum of Understanding templates.
- Serving Employer Customers through California's One-Stop Career Center System.
- Serving Individuals with Special Needs.
- Common Intake and Case Management.
- Principles for One-Stop Information and Training.
- Initial Analysis of Technical Trends and Usability Issues.
- Recommended Front-Line Staff Competencies for One-Stop Center Staff.
- The State provided technical assistance to enhance One-Stop system-building by:
 - Hosting a national and several statewide One-Stop Career Center system conferences.
 - Developing and delivering a multitude of State and local level workshops specific to One-Stop system development and implementation.
 - Establishing cross-program work teams that shaped policy adopted by the One-Stop Task Force for local One-Stop systems.
 - Forming a team of grant managers to assist with local One-Stop system-building.

The passage of the WIA gives California the opportunity to expand system-building efforts to ensure that an effective, collaborative local and regional service delivery system is built on the One-Stop foundation. The State's administration of the One-Stop system will include an independent evaluation and certification of local One-Stop systems. The State will work with local partnerships that have experience in operating centers that meet all of the new WIA requirements, as well as the expectations of service providers and customers, in order to develop certification standards for consideration by the State Board. This will include uniform identification for certified One-Stop Centers.

California recognizes that development and implementation of a statewide system that provides universal access to comprehensive workforce development services is a long-term task. California already has established a strong foundation of local One-Stop systems, and will proceed systematically to address the policy, financial, and administrative issues that must be resolved in order to further develop this system.

- b. The degree of **existing** collaboration for adults, youth and dislocated worker programs (whether JPTA or WIA-funded), the Wagner-Peyser Act, and all other required and optional partners (§§112(b)(8)(A), 121(b)(1-2).)

The partnerships referenced in the response to 2.a. above, exemplify the existing collaboration between JTPA-funded programs, the JS and other required and optional partners. These include varying degrees of operational collaboration amongst these fund sources and partners in the areas of cost allocation, staff integration, common intake and case management. In addition, the State has implemented a comprehensive performance-based accountability system through which system partners have established common definitions and performance outcome measures.

3. System Infrastructure

a. Local Workforce Investment Area

- i. **Identify the State's designated local workforce investment areas, including those that were automatically designated and those receiving temporary designation. How do these areas compare in size and number with the Service Delivery Areas under JTPA? (§112(b)(5).)**

Governor Davis designated 51 Local Workforce Investment Areas including 16 Automatic designations, 21 Temporary and Subsequent designations, and 14 by recommendation of the State Board. Included in the 14 are two SDAs under JTPA who were not eligible for designation under the Temporary and Subsequent category because they supplemented their SDA boundaries in an effort to regionalize under WIA. The new local areas are very similar in configuration to the 52 SDAs under JTPA (Attachment H-1: Designated Local Workforce Investment Areas).

- ii. **Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas; geographic areas served by local and intermediate educational agencies, post-secondary educational institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5), 116(a)(1).)**

On June 1, 1999, the State surveyed chief elected officials in areas that qualified for application regarding their intent to apply for local area designation under the WIA. On August 5, 1999, the State mailed designation applications to all chief elected officials that had expressed intent to apply for local area designation (Attachment H-2: Local Area Designation Application). The State made the application process public

through the primary associations of California chief elected officials, i.e., the League of California Cities, California State Association of Counties, and the California Council of Governments, to ensure the information was made available to as many chief elected officials as possible.

The State began receiving applications for local area designation in early September. State staff provided an initial listing of the applicants to the League of California Cities and the California State Association of Counties, as well as posting the list on the State Board website in early November. Subsequent updates to this listing were also shared in the same manner in order to solicit comments from local elected officials and the general public on the prospective designations. The State consulted individually with approximately 15 of the applicants during the designation process. All of the required criteria were considered in developing the recommendations presented to the State Board. Where appropriate, this involved having each Local Area address these criteria in their designation application and independently evaluating whether the criteria were met. As part of this evaluation, the California Department of Education and the Chancellor's Office of the California Community Colleges also reviewed and commented on information provided in the Local Areas' application relating to local educational agencies and post-secondary educational institutions. Other information, such as labor market areas and reasonable transportation distances, was also researched and considered.

The State Board, at its first meeting, reviewed the list of areas requesting designation and received additional public comment. The State Board voted to approve the areas requesting designation and to forward their recommendations to the Governor for his approval. Additional comment was also solicited by the State Board through the public comment period on the draft State Plan which ended on February 28, 2000.

iii. Describe the appeals process used by the State to hear appeals of local area designations. If any appeals were made, identify them and indicate the status of the appeal. (§§112(b)(15), 116(a)(1).)

An entity denied designation will have twenty (20) calendar days from the postmark date of the denial letter to file an appeal. An entity will meet the filing deadline if the appeal is postmarked within the 20-day deadline described in the preceding sentence. The entity shall submit the appeal to the State Board as required under the WIA.

(a) Appeal to the State Board

The appeal must include all factual and legal arguments as to why the appeal should be granted. The State Board will conduct a review of the appeal and will issue a recommendation to the Governor within thirty (30) calendar days of receiving the appeal. The designation process will

continue while the appeal is in progress, and will be modified should the initial denial of designation be overturned.

(b) Appeal to the United States DOL

If the appeal of the decision submitted within the required time frame does not result in the requested designation, the unit or grant recipient may further appeal the designation decision to the U.S. Secretary of Labor. The appeal to the Secretary must be consistent with the requirements of the WIA of 1998. The U.S. Secretary of Labor, after receiving a request for review from the unit or grant recipient and upon determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the State Plan, or that the area meets the requirements of Section 116(a) paragraph (2) or (3), as appropriate, may require that the area be designated as a local area under such appropriate paragraph.

b. Regional Planning (§§112(b)(2), 116(c).)

i. Describe any State requirements for intrastate or interstate regional cooperation (i.e., planning, regional performance measures, information-sharing, and/or coordination of services).

For purposes described in WIA section 116 (c), the State will not require regional planning among Local Boards until the State Board has had an opportunity to develop policy for regional planning. California has encouraged local agencies and the private sector to collaborate in defining areas that reflect regional economies and that provide a foundation for strong public and private partnerships and joint development of regional systems.

Since California's One-Stop system development began in 1996, high priority has been given to the development of regional partnerships and shared regional systems, and regional development was given priority in awarding One-Stop system-building grants.

During the past few years, the State has promoted regionalism in other workforce development initiatives, including:

- Work of the Economic Strategy Panel that identified nine regions that represented industries and economic development areas within the State.
- Award of School-to-Career grants in 12 regions of the State that encompass 43 local partnerships.
- Funding six regional collaborative projects under RWPEDA.

Evaluation of the outcomes and effectiveness of these partnerships could be used as factors in establishing regional planning and performance requirements under WIA. The State Board, in consultation with chief elected officials, will review the results of the evaluation and make policy recommendations.

ii. For interstate regions (if applicable), describe the roles of the governors, State Boards, and Local Boards.

Not applicable.

c. Selection of Service Providers for Individual Training Accounts. (§§112(b)(17)(a)(iii), 122, 134(d)(2)(F).)

i. Identify policies and procedures your State established for the selection of service providers for Individual Training Accounts, including:

- **How the initial eligibility of local level training providers will be determined;**
- **How performance information will be used to determine continuing eligibility;**
- **An appeals process for providers denied eligibility and providers removed from the list of eligible training providers; and**
- **The State agency responsible for carrying out these activities.**

California issued procedures for determining the initial eligibility of providers on the State's ETPL on May 23, 2000. These procedures are available on the internet at www.calwia.org.

California's draft preliminary policies and procedures for listing training programs on the ETPL are found in Attachment I-1. This document is in draft form pending the resolution of a number of policy issues. A workgroup of State and local partners will continue to meet to address these issues (see Attachment I-3 for listing of workgroup members). Because Local Boards require these procedures to implement the ETPL provisions of WIA, the preliminary procedures must be finalized by April 15, 2000.

California has chosen not to use performance criteria for the initial listing of training programs on the ETPL. For providers who are not eligible to receive funds under Title IV of the Higher Education Act of 1965, or under the National Apprenticeship Act, the State will rely on the approval of providers' programs by State agencies and on Local Boards' assessments.

The ETPL will be based on a standard set of data elements to be collected on all training programs. Such a “program” is defined as one that meets the definition specified in the WIA regulations. In addition, a program is unique based on its goals, where it is offered, its curriculum, and its mode of delivery. The State will accept applications for the ETPL from Local Boards and will distribute the resulting statewide list to the Local Boards on a daily basis.

For subsequent eligibility, California will employ the eight performance and cost factors required by WIA. Providers will submit program completion, individual data, and cost information to the Local Boards, who will forward the data to the State. Employment and wage outcomes for WIA and non - WIA participants in the programs will be obtained by the State from UI quarterly wage records. California has the capacity to obtain and process quarterly wage record data through its State PBA system. Providers and Local Boards will be able to supply “supplemental” data on employment and wage outcomes for those participants not found in UI quarterly wage records.

Within the first year of WIA implementation, the Governor will establish the minimum levels of acceptable performance for each of the required performance measures taking into consideration local economic, geographic, and demographic factors as well as the characteristics of the populations served.

An appeals process is included as Attachment I-2.

The Employment Development Department (EDD) has been designated as the State agency responsible for the State’s ETPL for the first year of WIA implementation.

ii. Describe how the State solicited recommendations on these procedures from Local Boards, training service providers, and interested members of the public, including representatives of business and labor organizations.

The State has used a variety of means to consult with the parties interested in the development of the ETPL. The State held focus group meetings and then formed a workgroup to draft the preliminary ETPL procedures. The focus groups and the workgroup are composed of representatives from various partner agencies, including labor, community colleges, vocational rehabilitation, education, social services, Job Training Partnership Act SDAs, and local public and private training providers.

iii. How will the State maintain the provider list?

The State will require standardized basic service and performance data from all training providers listed on the ETPL. Local Boards will submit current information to the State, and the State will update the ETPL on a daily basis.

Besides specifying and standardizing a core of data elements that will be available on all providers listed on the ETPL, the State will ensure that the ETPL is available and easy to access throughout California. Although each Local Board may choose its own system for the display of the ETPL, the Governor may establish the minimum functionality for the presentation of the ETPL at the One-Stop centers. These may include such factors as accessibility to the ETPL by all participants and the ease with which customers can make comparisons among training options.

The State plans to have an interim ETPL system in place on July 1, 2000, for use during at least the first year of WIA program operation. Concurrently, the State will develop a more comprehensive Consumer Report System, which will include the ETPL. This comprehensive system is in the design stages. The interim approach calls for the State to work with local partners to modify the existing Job Training Automation (JTA) system to accept the local eligible provider lists and related data. The State will also accommodate those Local Boards who do not use the JTA system. The State will then validate, aggregate, and disseminate the ETPL statewide.

California plans to employ the annual option allowed under WIA regulations to determine the subsequent eligibility of training provider and programs on the ETPL.

iv. What performance information on training providers will be available at every One-Stop center?

The subsequent eligibility procedures will include the collection and display at One-Stop centers of all the required WIA provider performance information. In addition to information on the performance measures for subsequent eligibility, the ETPL will have available information on those criteria the Governor has established for initial eligibility.

v. Describe the State's current capacity to provide customers access to the statewide list of eligible training providers and their performance information.

The State will meet the WIA requirement to have the initial ETPL in place by July 1, 2000. The Feasibility Study Report that is required by the State for technology projects has been approved and substantial design work on the initial ETPL system has already been completed.

vi. Describe the process for removing providers from the list.

This process is described in detail in Attachment I-2.

vii. How will the State ensure the quality and integrity of the eligible providers' performance data? (§§112(b)(17)(A)(iii), 122.)

The State will employ two approaches to ensure the quality of the performance data included on the ETPL. The State will use the quarterly wage records to calculate the performance measures relating to employment. The State will also work with certifying and licensing agencies to validate the certification and licensure of program participants.

The State also plans to periodically audit both the Local Boards and the training providers to validate the data they supply for the ETPL. These activities would cover a number of issues including ensuring that data on all individuals in a program are accurately supplied and that data from surveys are based on sound survey methods.

d. What is your State's current capacity to deliver high quality employment statistics information to customers -- both job-seekers and employers -- of the One-Stop system? Your response should address the products that have been developed as part of America's Labor Market Information System, the Bureau of Labor Statistics Federal-State cooperative statistical programs, and other State-generated employment statistics. (§§111(d)(8), 112(b)(1), 134(d)(2)(E).)

The Labor Market Information Division (LMID) of the EDD administers California's system of employment statistics. This system includes national, State and local programs that collect, analyze, and disseminate labor market information to both job-seekers and employers. This information forms a solid foundation for meeting the employment statistics requirements of WIA. The information is available through a wide variety of publications, Internet and direct customer services provided by labor market analysts deployed throughout the State.

As one of five competitively selected pilot sites, California has participated with the DOL in developing the Occupational Information Network.

The LMID administers Federal-State Cooperative Statistical Programs that provide key information for the State's employment statistics system. These programs include the Current Employment Statistics Program (CES), the CES Agriculture Program, the Local Area Unemployment Statistics Program, the Occupational Employment Statistics Program, the Covered Employment and Wages Program, and the Mass Layoff Statistics Program.

The LMID operates several programs that will serve the State's workforce investment system. Programs that can provide employment statistics information and services to One-Stop customers include:

The California Cooperative Occupational Information System (CCOIS), described in Attachment J: California Cooperative Occupational Information System, provides local occupational research findings for 38 labor market areas covering occupational information products and is available via the Internet.

The Employment Projections Program, which provides projections of occupational and industrial employment trends for the State, counties, and CCOIS areas.

The LMID supplements its labor market information with socio-demographic and economic data and analyses from a variety of sources, including the California State Department of Finance and academic and research institutions.

e. Describe how the work test and feedback requirements (under §5(b)(2) of the Wagner-Peyser Act) for all UI claimants are met. How is information provided to the UI agency regarding claimant registration, claimant job referrals, and the results of referrals? (§112(b)(7).)

The State JS staff, funded through the WPA, administer the UI work test. The intent of the work test is to ensure that UI claimants are able and available for work and actively seeking work while receiving UI benefits. The role of JS includes providing a labor exchange system that has the capacity to meet the work test requirements. California has a system in place to administer the UI work test that is coordinated between the UI and JS programs. When eligibility issues involving UI claimants who are provided job search assistance are identified by JS staff, they report to the UI program via the automated system. The UI staff then adjudicate the eligibility issues.

California informs claimants of available job services at the time of claim filing. While the majority of UI services are provided through the Telephone Claim Filing System, claimants may also obtain UI services from JS staff at the One-Stop centers. Claimants who choose to access UI services in the One-Stop centers have immediate access to the EDD automated labor exchange system, California Job Order Browse System (CalJOBS), and the other available job and training services.

A hiring agreement entered into by a JS site with an employer who has made a request for assistance in filling multiple job openings, is known as targeted recruitment. It is often used for seasonal hiring or for the opening or expansion of an employer's business operations. Targeted recruitment of workers for employers includes actively searching CalJOBS and the UI database for qualified job seekers based upon the employers' specifications and referring them to the job openings. Targeted recruitment openings are considered job listings, and referrals to targeted recruitment job openings are considered job referrals.

The California JS plans to pilot a three-step assistance process for UI claimants using test and control groups in several JS administrative areas. This process is designed to assist UI claimants to return to work. Step one is a registration and

resume entered in CalJOBS within three weeks of filing a claim for most UI claimants. Step two is a job search orientation for UI claimants certifying for benefits in the third week of the UI claim who have not registered and completed a resume. Step three is case management services for all UI claimants who certify for benefits at the eleventh week of the claim. The UI claimants would be tracked for up to twenty-five weeks to assess the effectiveness of these interventions.

The evaluation design considers claimant characteristics, occupation, and industry to the extent possible. An independent consultant to evaluate the project may be used. The beginning date is targeted for September 1, 2000. However, the date may need to be adjusted based on programming needs, evaluation design, and staff training. If successful, the pilot will determine the benefits and costs of statewide expansion and also determine if stop payment of UI benefits for non-compliance with this process will be incorporated. The project is designed to promote JS assistance, not to disqualify claimants for non-compliance.

The State is also planning to enhance the cross-communication of the UI and JS automated systems. One of the proposed enhancements will include the ability to automatically register UI claimants in CalJOBS when filing for UI benefits. Under this proposal, when a UI claim is filed, claimants would be informed of how to register for work and a starter record would be automatically created in CalJOBS from data collected for their UI claim. After the record is established, claimants would be required to complete an on-line resume in CalJOBS, which could be viewed by prospective employers. A verification process will be put in place to ensure that claimants comply with registration requirements including California right-to-work laws.

f. Describe how the Wagner-Peyser Act staff participate (if applicable) in the conduct of the Eligibility Review Program reviews. Describe the follow-up that occurs to ensure that UI eligibility issues are conveyed to UI staff to be resolved in accordance with section 5(b)(2) of the Wagner-Peyser Act. (§112(b)(7).)

The purpose of the eligibility review program reviews (ERPRs) is to ensure that claimants are meeting the legal requirements to receive UI benefits. Unlike the Worker Profiling and Reemployment Services (WPRS), which provides a one-time workshop to select a group of claimants who are most like to exhaust their benefit claims, ERPRs are administered at different points throughout the claims. This is to ensure ongoing claimant eligibility by periodically monitoring and determining eligibility when issues arise.

At the initial UI claim filing point, claimants are informed of available job services and the need to register in CalJOBS. Also, based on the analyses of claimants' normal occupations and labor market conditions, the State may require claimants to report to JS at different times throughout their claims to register in CalJOBS, to

be referred to employment openings, or to be referred to other available job and One-Stop services. In determining continuous eligibility, the UI program relies on JS staff to report potential UI eligibility issues and to assist UI staff with eligibility reviews by providing information, such as JS referral feedback and labor market information. The JS staff currently access UI claims to electronically notify the UI program by activating stop-pay flags on claims of those claimants who have eligibility issues. At that point, UI staff adjudicate the potential disqualifying issues to determine claimant eligibility.

g. Describe your State's capacity to disseminate a list of eligible of youth activities (§§112(b)(18)(B), 129 (b)(2)(A).)

The State is currently building the capacity to construct and disseminate the ETPL statewide to support the use of ITAs. This ETPL system can be easily modified to include the providers of youth activities.

C. Assessment of Strengths and Improvement Opportunities

- 1. In sum, how closely aligned is your current system to your vision? Assess your current system's ability to meet the customer and economic needs identified above. What are your key strengths? What weaknesses do you need to address to move forward? Describe any opportunities or challenges to achieving your vision, including any economic development, legislative or reorganization initiatives anticipated that could impact on the performance and effectiveness of your State's workforce investment system. (§§111(d)(2), 112(a).)**

Governor Davis has established educational reforms and lifelong learning as priority goals for his administration. Aligning the education and training opportunities with skill requirements to meet labor market needs is a priority goal for California's workforce investment system. These educational and workforce development goals are complementary in their support of California's continued economic growth.

Key strengths of the existing system include:

California's One-Stop Career Center System.

Identifying employers as a customer of the One-Stop System, and including additional partners in its One-Stop System.

Facilitating collaboration and cooperation among system stakeholders through the One-Stop Task Force to eliminate barriers and adopt policies that contribute to system-building. *Additional information on how the policies adopted by the SJTCC's One-Stop Task Force will be incorporated into California's strategy for improving the One-Stop system is provided in Addendum 2 on page A2-4.*

California's School-to-Career system, which includes a partnership with the California Department of Education, the Chancellor's Office of California Community Colleges, and the EDD.

Establishing the State PBA system to provide a report card on the State and federal workforce preparation programs.

Building on the work of the Economic Strategy Panel to develop the inclusive State and local partnerships and shared systems referred to in RWPEDA.

Implementing statewide systems to allow access to job and labor market information.

Providing for incumbent worker training through Employment Training Panel programs.

Establishing programs such as the California Training Benefit program to promote the re-training of recently unemployed workers.

Establishing an effective system to respond to dislocated workers and mass-layoff situations.

Continuing the coordination between EDD and the California Department of Social Services in implementing California's welfare reform and welfare-to-work programs.

To move forward, California must develop a system that can:

Improve access and availability of supportive services, including drug and alcohol counseling and treatment, mental health services, transportation, housing, and childcare.

Improve access to the workforce investment system for persons with language barriers, disabilities, low literacy or educational barriers, and transportation or distance barriers, as well as the homeless.

Implement strategies to expand training in non-traditional occupations for males and females.

Invest in technology solutions that provide for improved integration among automated platforms such as shared case management among One-Stop partners, labor exchange, or data collection systems.

Resolve confidentiality and data-sharing issues among system stakeholders that create barriers to system-building.

Develop policies that assure non-traditional service and training providers, e.g., faith-based and CBOs, are part of the system.

Reduce duplication and improve coordination of service delivery.

Overcome administrative barriers that preclude partners collocating and cost-sharing and prevent them from moving toward integration.

Effectively separate system policy and governance from service delivery and operation.

Address the needs of regional economies and industry clusters.

2. In moving your current system towards your vision, what are your State's priorities? (§§111(d)(2), 112(a).)

California's transitional approach to implement a new workforce development system provides the State Board and Governor the opportunity to implement policies that assure the system will be responsive to the needs of employers and individuals. In developing these policies, priorities will be given to:

Maintaining State and local flexibility, starting with the establishment of full partnerships among State agencies in order to work together to remove programmatic and operational barriers that preclude local system-building.

Ensuring governing bodies support State and local system-building by providing training and capacity-building for both the State and Local Boards and staff to improve their understanding of workforce development issues and their responsibilities under WIA.

Linking economic and workforce development by involving more business in the decision-making process at both the State and local level and improving access to the system for business in general and small business in particular.

Focusing on the customer by establishing standards for ITA management that allow the customer maximum flexibility in their use; implementing an ETPL system that allows customers a choice in training providers; and improving the employment statistics system to provide labor market, career, and education and training information that effectively informs customers of their opportunities.

Increasing accountability by negotiating appropriate levels of performance at both the State and local level and implementing systems that allow for integrated data collection that will provide management, elected officials, members of the legislature and Congress, and the public information about the system's performance, including customer satisfaction.

The Vision and Goals for California's Workforce Investment System were adopted by the State Board in December 2000 and are included in Addendum 3, beginning on page A3-3.

IV. STRATEGIES FOR IMPROVEMENT:

A. Leadership: This section should address strategies the State Board and agency will use to enable the statewide workforce investment system to achieve its goals.

- 1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., Will the State develop a template for acceptable MOUs? Will the State suggest cost allocation methodologies? Are there plans for cross-training of State and local one-stop partner staff, etc.). (§§ 111(d)(2), 112(b)(8)(A).)**

The State Board membership not only represents California's new economy, but also a wide variety of system stakeholders. This State Board will provide an open forum by which members can collaborate to develop policies that maintain local flexibility and operation, and overcome barriers to system-building. It is anticipated that One-Stop partners will continue to provide technical assistance, best practices, and capacity-building that will improve operations at the local level.

Executive Order D-9-99 establishes an Operations Committee of the State Board and designates the Secretary of Health and Human Services as the committee chair. The Operations Committee will provide a forum for the representatives of the key State workforce and economic development agencies and governing bodies that are responsible for the administration and oversight of workforce development programs to collaborate in developing mutually acceptable policies for California's comprehensive, statewide workforce development system. One likely function of this Committee will be to ensure that their agencies implement policy decisions approved by the State Board, and provide State-level guidance to remove barriers to coordinated services and to reduce duplication of services. The Operations Committee is an essential component of the State Board in its efforts to continue collaboration among State workforce and economic development agencies and governing and advisory bodies.

Although the State will provide guidance regarding allowable costs and information about resources available to develop appropriate cost allocation systems, the development of a cost allocation methodology among the partners is a local issue. The MOU templates have been made available for use at local discretion.

The State is working with local agencies to develop a capacity-building plan for the State's workforce development system. State agency staff will provide training to the extent resources allow. The State will use concepts such as training-for-trainers, dissemination of best practices and peer training to ensure maximum dissemination of information and efficient use of resources.

- 2. Describe how the State will help local areas improve the local One-Stop delivery system over the five-year life of the Plan. Include a discussion of how the One-Stop policies and requirements identified in Section III will promote**

system improvements, how the State will help local areas identify areas needing improvement, how technical assistance will be provided, and the availability of state funding for One-Stop development. Be sure to address any system weaknesses identified earlier in the Plan. (§§112(b)(14).)

The State Board and the Governor, in collaboration with various partners such as business, education, labor, community-based organizations, and other stakeholders will continue California's transition to a comprehensive workforce development system. The State Board will take a leadership role in addressing issues that have been identified as needing improvement by recommending policies for statewide system-building that will result in increased customer satisfaction. Some areas that have been identified include:

Improving universal access to the workforce development system for all customers, by recommending policies to promote awareness and improve access to services, including developing a way to uniformly identify One-Stop systems and centers.

Integrating data-sharing and collection systems to reduce the burden on the customer to improve information and provide management a useful management information system by which to effectively manage both the State and local systems.

Improving capacity-building techniques and strategies for staff that includes training and technical assistance that leads to improved customer satisfaction and continuous improvement for both the local and State systems. Such improvements could include pooling funds for capacity-building to broaden the scope to be more inclusive or promoting best practices.

Through review of local plans, the State will assess local areas' current capacity and identify technical assistance strategies based on local needs and available State funds. In addition, the Operations Committee will address the system challenges discussed above, including coordination and confidentiality requirements that affect local and regional partnerships, One-Stop Career Center partners and local government agencies.

3. How will your State build the capacity of Local Boards and youth councils to develop and manage effective youth, adult and dislocated worker programs? (§§111(d)(2), 112(b)(14).)

An effective system to measure customer satisfaction will assist in identifying capacity building needs of Local Boards and Youth Councils. The State Board, with the assistance of practitioners and State and local officials and program administrators, will recommend strategies for building the capacity of the workforce development system to better meet the needs of customers. These strategies will be developed after assessing the need for capacity-building and after consultation with State and local stakeholders.

A strategic plan for capacity building was adopted by the State Board in December 2000 and is included in Addendum 3 on page A3-7.

B. Services: This section should address the services that will be provided in the State to meet your customers' needs and attain the performance goals indicated earlier in the Plan.

- 1. Describe the types of State and local employment and training activities that will be carried out with the adult and dislocated worker funds received by the State through the allotments under Section 132. How will the State maximize customer choice in the selection of training activities? (§§112(b)(17)(A)(I), 132, 134.)**

California will provide State and local employment and training activities as required under WIA sections 132 and 134. The State Board will recommend to the Governor which of the allowable activities the State should undertake. California's Initial Local Planning Guidance and Instructions specifically includes questions as to the employment and training needs of local area program operators, service providers and customers. This information will ensure that local systems provide employment and training services consistent with the WIA and sufficient to meet local needs.

More specific information on the employment and training activities that will be provided with adult and dislocated worker funds is contained in Addendum 2 on page A2-6.

California's provision of core, intensive, and training services will be built on the principle of informed customer choice. Part of California's strategy for system development is to deliver categorical programs through the One-Stop service delivery system. This will provide an opportunity for employers and individuals to make informed choices about services available and allow access to the full range of education, training, and employment services.

The ITAs provide the foundation for a system of customer choice in training services and providers. The State is developing a Consumer Report System that includes the ETPL. Customers may access the ETPL either through self-service or with staff assistance. To maximize customer choice, several strategies must be implemented including:

Educating customers about the system.

Providing access to the statewide list of eligible training providers.

Establishing an appeals process for individuals denied an ITA.

Conducting customer satisfaction surveys.

Ongoing evaluation of local ITA and ETPL practices.

Ensuring case managers have access to information to assist customers in making effective career decisions.

Training One-Stop staff to provide career counseling.

- 2. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? Be sure to address how your State will coordinate the labor exchange services funded under the Wagner-Peyser Act with the core and intensive services funded under Title I-B of WIA to avoid duplication of labor exchange services. (§112(b)(8)(A)).**

In the past, partners have negotiated a number of local agreements. These agreements lay the groundwork for WIA MOUs. California's Initial Planning Guidance and Instructions requires local areas to coordinate with required and optional One-Stop partners and to identify local service needs. Agreements regarding how these services are coordinated and delivered will be reflected in local MOUs.

The Initial Planning Guidance and Instructions request local areas to discuss their collaborative efforts, related MOU development, and to submit copies of the MOUs with their local plans. Anticipating policy direction from the State Board and changes to the WIA Final Rule, the State will develop Supplemental Planning Guidance and Instruction to gather more information about local system-building and collaboration.

California's JS continues to meet local labor exchange needs by providing, through the One-Stop system, the full range of labor exchange service historically offered in EDD field offices. Through the CalJOBS, California's JS will provide universal access to self-help, facilitated self-help, and staff-assisted labor exchange service for job seekers and employers.

Further discussion of California's efforts to integrate services and reduce duplication is provided in Addendum 2 on page A2-6.

- 3. Describe how the funds will be used to leverage other federal, State, local and private resources (e.g., shared One-Stop administration costs). Describe and provide examples of how these coordinated and leveraged funds will lead to a more effective program that expands the involvement of businesses, employees, and individuals. (§112(b)(10).)**

Projects funded through the last One-Stop SFP indicate that partnerships are exploring new cost-sharing arrangements and new agreements for expanding business involvement in One-Stop systems. Cost-sharing arrangements, as demonstrated in local plans, will identify areas that reflect expanded services using leveraged resources. Several areas are exploring small business options for One-Stop participation; others have new resource-sharing agreements with such entities as the California Association of Micro-Enterprise Organizations. Economic development plans are becoming common resources for expanded employment programs. The State will give priority to local partnerships that leverage funds among multiple partners to support development of more effective service delivery

methods within the One-Stop system. In addition, the State is working with six regional partnerships to explore the use of discretionary funds to provide incentives for regional partnerships and shared systems, and to increase local agency's leveraging of their allocated program funds.

4. Specify how the State will use its 10 percent funds in accordance with the three conditions in paragraphs (1), (2), and (3) of section 7(b) of the Wagner-Peyser Act. (§112(b)(7).)

Section 7(b) of the WPA describes the purpose of 10% funds as follows:

- Performance incentives for public employment service offices and programs, consistent with performance standards established by the Secretary, taking into account direct or indirect placements (including those resulting from self-directed job search or group job search activities assisted by such offices or programs), wages on entered employment, retention, and other appropriate factors;
- Services for groups with special needs, carried out pursuant to joint agreements between the employment service and the appropriate local workforce investment board and chief elected official or officials or other public agencies or private nonprofit organizations; and
- The extra costs of exemplary models for delivering services of the types described in subsection A.

Historically, California has used JS 10% funds to augment Employment Services to special groups, in accordance with Section 7(b) of the Wagner-Peyser Act. Current and continuing 10% projects include:

Youth Employment Opportunity Project (YEOP) - The YEOP program is a staff-assisted case managed program that serves youth ages 15 through 21, by providing both core and intensive services. Each participant develops a service strategy to achieve their academic and employment goals through education, assessment, peer advising, mentoring, community service, and training.

Base Closure Project - The Base Closure project began in January 1993 in response to the urgent need to provide services to the thousands of dislocated workers affected by the closing or downsizing of military bases in California.

Deaf and Hard of Hearing (DHH) Project - The DHH project provides intensive employment services to DHH individuals in selected JS sites through the State. Specially trained sign-language-proficient staff from nonprofit agencies provides both core and intensive services.

Better Utilization of Individual Life-Style Development (BUILD) - The BUILD project provides intensive employment services to the residents of six public housing developments located in Watts/South Central Los Angeles and surrounding communities.

CalWORKs JS Services - The CalWORKs project is a comprehensive employment program for recipients of Temporary Assistance for Needy Families. The JS funds job search services, including job club and job placement activities, provided by county welfare departments. Staff from JS programs and California Department of Social Services collaborated regarding program design, implementation, operation, and improvement.

5. Describe how the needs of dislocated workers (including displaced homemakers), low-income individuals (including public assistance recipients), individuals with multiple barriers to employment (including older individuals and people with disabilities) will be met? (Section 112(b)(17).)

Specific approaches to meeting the needs of key customer groups are further discussed on page A2-8 of Addendum 2.

Dislocated Workers - California will continue to coordinate services through the One-Stop delivery system. One-Stop partners will continue to provide services available through their respective programs. Marketing and outreach efforts with employers and the community will ensure early identification and timely referral for dislocated workers.

Displaced Homemakers – As required in WIA, displaced homemakers will be served as dislocated workers. Every effort will be made to meet the unique needs of the displaced homemaker, including improvement of their educational skills and of their ability to qualify for employment that leads to self-sufficiency. In addition, displaced homemakers are often in need of support services including childcare and transportation.

Public Assistance Recipients - A portion of California's JS funds will be used for CalWORKs JS services. The EDD and Department of Social Services collaborate on program design, implementation, operation, and improvement.

Older Workers - Older workers are served in the One-Stop system through a number of resources in addition to Title V. Dislocated worker, welfare-to-work, and rehabilitation, and educational programs all provide some services to older workers. Services include on-the-job training, classroom training, job preparation, and a number of mentoring and community service projects. Many One-Stop centers have established relationships with Senior Gleaners, Senior Nutrition Services, the Retired Senior Volunteer Program, and others to augment on-the-job and educational training services. This helps non-profit agencies to provide skills-upgrading and retraining services to keep seniors working, and also provides an opportunity for more experienced workers to participate in One-Stop services as role models to younger, more inexperienced customers.

Persons with Disabilities – The State will ensure that this population has equal access to information and services. A State-level partnership has been convened to offer technical assistance to local areas to ensure that services are made available

to people with disabilities. This technical assistance will be geared toward One-Stop service providers and will emphasize methods to provide access to people with disabilities. The State will encourage local program operators and service providers to use innovative approaches to ensure that information and services will be accessible to this customer group.

Limited English Speakers – The State will meet the needs of the limited English speaker (LES) through the One-Stop system in a variety of ways, primarily through English as a Second Language (ESL) referrals to secondary and adult education. Additionally, Migrant and Seasonal Farm Worker (MSFW) programs through Wagner-Peyser provide LES customers with a variety of job services primarily in agricultural areas. For California's 14 refugee-impacted areas, the federal Targeted Assistance and Refugee Employment Social Services (RESS) programs provide ESL and related services. In addition to language skills, vocational training, and social skills, local agencies will ensure that their programs also provide necessary supportive services, including childcare and transportation to ensure customer access to program services within the One-Stop system.

Unlike Wagner-Peyser MSFW programs, Targeted Assistance, and RESS are not mandatory WIA partners; however, they have become partners in many local areas based on local need. In those areas without specific funding sources targeting LES customers, job training and educational partners incorporate services to this group. To ensure universal access to required core services, translation assistance has been made available to the fullest extent possible, and in many areas one-on-one interpretive services are available through bilingual staff. Federal and State civil rights and equal opportunity statutes prevent discrimination based on language need or cultural background.

California uses the Tests of Adult Basic Education, the Adult Basic Learning Examination, and the Basic Educational Skills Test along with the Comprehensive Adult Student Assessment System and ESL battery to assess language capacity on a standardized basis, and the Mainstream English Language Training core curriculum is used to provide consistent standards to ESL training as well as testing. Within the One-Stop setting, the key element to appropriate referral and service will be the necessary assessment modules and capacity-building at the staff level to increase understanding across-the-board of these specialized language services.

- 6. Describe how the needs of employers will be determined in the local areas as well as on a statewide basis. Describe how services (e.g., Systems to determine general job requirements and list jobs), including Wagner-Peyser Act services, will be delivered to employers through the One-Stop system. How will the system streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), Section 112(b)(17)(a)(i).)**

Through the One-Stop system, a variety of services will be made available to employers. The State will deliver its JS services to employers through the One-Stop

system either at comprehensive centers or through affiliated sites. The primary function of facilitating a match of employer job orders and job seekers will be achieved through the state's automated labor exchange system, CalJOBS. Once an employer is registered in the CalJOBS system, the employer may review thousands of job seeker resumes available for contact.

Employers may choose to have their job orders put in the system in an unsuppressed mode, meaning job seekers may self-refer on jobs for which they are qualified, or in a suppressed mode and then rely on job seekers asking for a referral on particular job orders. Employers may list their own jobs in CalJOBS, receive assistance from staff or request that staff input the orders. By employing the CalJOBS system, the State has achieved the three tiers of services required by the WIA, self-service, facilitated self-service and staff-assisted service for employers.

California Assembly Bill (AB) 67, Chapter 606, Statutes of 1997, requires the EDD to provide leadership in the development and implementation of local plans to coordinate employer outreach activities and the solicitation of entry-level and other job listings. The Employer Outreach Coordination Plan is the collaborative agreement between the local JS site office(s), county welfare departments, SDA administrative agencies, and community colleges intended to coordinate employer outreach efforts so that duplicative contacts with local employers are reduced.

Since the initial development of California's One-Stop Career Center System in 1994, employers have been identified as a primary customer of the system, and a core set of employer services has been made available to them. (Attachment K: Matrix of Employer Core Services). The report Serving Employer Customers through California's One-Stop Career Center System, developed by the Employer Services Subcommittee of the One-Stop Task Force, provides a framework for employer services. The report identifies various effective practices for maximizing employer participation in One-Stops and presents specific actions designed to affirm the key role of employers under the WIA.

The EDD also meets the needs of employers through the administration of the Work Opportunity Tax Credit (WOTC) and the Welfare to Work Tax Credit programs in California. These tax credit programs have two main purposes:

- To promote the hiring of individuals who qualify as a member of a targeted group.
- To provide a federal tax credit to employers who hire these individuals.

Forms and information will be available to employers through One-Stop centers or employers may contact the State's WOTC Center. Again, the employer has a choice of how they will receive their WOTC services.

Other services will be available to employers through the One-Stop system. These services include:

- Targeting recruitment (coordinated with partners) for new businesses or employers needing large numbers of specialized workers.
- Making office space available for employers to conduct their interviews.
- Providing current Labor Market Information to assist in business expansion, relocation, and future hiring and training needs.
- Providing opportunities to participate in the local Employer Advisory Councils (EACs) which develop stronger partnerships with EDD to improve services. The EAC also offers seminars and workshops regarding tax issues, Disability Insurance, UI, Equal Employment Opportunities and a variety of other issues.

Many locally-operated programs that receive federal and State support, including WIA, RWPEDA, and School-to-Career, require active employer participation to ensure employer needs are identified. The State has a primary oversight responsibility to ensure that local agencies fully meet these employer participation requirements.

7. Describe the reemployment services you will provide to worker-profiling and reemployment services (WPRS) claimants in accordance with Section 3(c)(3) of the revised Wagner-Peyser Act. Describe how your State will address the requirement for mandatory participation for referred claimants, including:

- **The extent to which claimant participation and services will be reviewed during the claims cycle;**
- **The consequences for claimants who do not report for services or cooperate with their individual service plan; and**
- **The strategies the State will use to increase the number of caps WPRS claimants who receive services. (§112(b)(7).)**

The WPRS program provides reemployment services to UI claimants who are most likely to exhaust their benefits. In California, the WPRS system compares the characteristics of claimants who file a UI claim against a statistical model to determine their likelihood of exhausting their benefits. Services are provided locally through the One-Stop systems. Those claimants who are profiled as most likely to exhaust their benefits are scheduled to Initial Assistance Workshops (IAW) that serve as an orientation to reemployment services. During the IAW, claimants must complete an individual reemployment plan. The plan requires a referral to other reemployment services and is considered an agreement between the claimant and the EDD. When a claimant scheduled to an IAW fails to attend or fails to complete his/her plan, JS staff electronically notifies UI of the eligibility issue.

Additionally, enhanced services are provided to profiled claimants who attend IAWs. The EDD has been awarded a federal grant to conduct a demonstration project to

increase the effectiveness of reemployment services. Claimants who choose a self-directed work search reemployment plan will be referred to a special workshop to assist them in using Internet websites to do the following:

Search for jobs that are best suited for their skills, knowledge, and abilities.

Gain access to and learn how to use labor market information.

Learn what transferable skills they possess.

Select appropriate occupations to pursue.

Improve their interviewing, resume writing, and other job search skills.

The EDD is also using the American Customer Satisfaction Index to survey the claimants who attend IAWs. Survey results are being used to determine customer satisfaction with reemployment services and to identify opportunities for continuous improvement.

8. Specifically describe the Wagner-Peyser Act funded strategies you will use to serve persons with disabilities. (Wagner-Peyser Act §8(b), WIA §112(b)(7).)

Through the One-Stop service delivery system, EDD will continue to serve customers with disabilities and, in cooperation with the Governor's Committee for Employment of Disabled Persons assist in meeting the objectives of the ADA.

Several steps have been taken to train JS-funded staff on ADA policies. Training videos were produced and distributed explaining both architectural and reasonable accommodation requirements. Diversity and sensitivity training is required for all managers every two years and the information is then provided to line staff. Each field site has a specialist for serving persons with disabilities.

The needs of customers with disabilities in all JS-funded programs and services will be accommodated. Individuals have a right not only to participate in programs and services, but also participate in a way that is equally effective. California's policy relative to serving individuals with disabilities includes the following:

One-on-one assistance as necessary.

Consultation with a "Services to Individuals with Disabilities Specialist" to access job-coaching and placement services.

Access to interpretive services, including Telecommunications Device for the Deaf or Teletypewriters as appropriate.

Access to a toll free number to access the CalJOBS Customer Support Unit to facilitate communication and use of the JS automated system.

Access to resources to accommodate special needs.

In addition, the JS program has established partnerships to better meet the needs of disabled clients. For example, since 1993, a MOU with the Department of Rehabilitation (DOR) has been in effect. This MOU calls for a system of liaison, coordination, and cooperation for the purpose of providing increased job opportunities for disabled persons.

The role of the JS program under this cooperative MOU is to provide labor exchange services to individuals with disabilities who are job-ready. The role of DOR is to help individuals become job-ready and then refer them to JS services. The MOU also establishes a model for cross-training needs of staff, sharing job listings and available services such as workshops, job clubs Job Agent, Intensive Services Program, Experience Unlimited, or Youth Employment Opportunity Program.

Another approach to serving persons with disabilities is the establishment of the Media Access Office in North Hollywood. This office is a unique resource to the entertainment industry and includes staff from EDD, volunteers, and industry professionals. The office is a liaison for casting directors and provides talent development and support to both new and seasoned actors.

Recently, the "California Initiative for Full Employment," a joint EDD/DOR pilot project, was started in San Diego and Santa Rosa. The focus of this initiative is reducing barriers to employment for individuals with disabilities. If successful, this model could be expanded statewide.

9. How will Wagner-Peyser Act funds be used to serve veterans? How will your State ensure that veterans receive priority in the One-Stop system for Wagner-Peyser Act-funded services in accordance with *the order of priority at 20 CFR 1001.120(b)*? (§112(b)(7).)

The JS and Veterans Employment and Training Service (VETS) programs will integrate the multiple career development services provided to veterans into the One-Stop delivery system. Priority of service will be provided to veterans through the One-Stop system for services provided by JS-funded staff. When it is determined that a customer is a veteran, that customer will be provided information regarding services especially for veterans, and may be referred to specially trained veteran program staff (Local Veteran Employment Representative [LVER] and Disabled Veteran Outreach Program [DVOP]) for more intensive services.

JS staff will continue to provide universal access and priority of service for veterans in accordance with applicable provisions of federal law and regulations. Other One-Stop partners will be encouraged to provide the same level of priority service to veterans. The CalJOBS has a 24-hour veteran priority hold on all new and reopened job orders. During the initial 24-hour period for these job orders, resume searches by employers, staff, and employment and training partners will return only the resumes of veterans meeting the job listing requirements.

All One-Stop centers will notify veterans of their legal right of priority of service under the JS. Notice can be provided through a public display of veteran fact sheets and posters that contain detailed veteran employment and training information, and by posting the schedule and location of the closest dedicated JS-funded staff or veteran program staff who could provide these services.

10. What role will LVER/DVOPS staff have in the One-Stop system? How will your State ensure adherence to the legislative requirements for veteran's staff? How will services under this Plan take into consideration the agreement reached between the secretary and the State regarding veterans' employment programs? (§§112(b)(7), 322, 38 u.s.c. Chapter 41 and 20 CFR part 1001-120.)

The Secretary's Agreement as specified by Veterans' Program Letter 3-99 (Attachment L-1: Secretary's Agreement and L-2: Veterans' Program Letter), and WIA Section 322 will incorporate the procedures detailed below.

Through the One-Stop system, veteran customers may elect self-service, facilitated self-help, or staff-assisted one-on-one service. Most veterans are able to use the self-service systems and will self-identify as veterans to establish their eligibility for veterans' priority. The LVER and DVOP staff are available at One-Stop centers to provide facilitated self-help or staff-assisted service to veterans who require additional assistance. Using the One-Stop system described above, LVERs and DVOPs will screen veterans for potential barriers to employment and identify the need for additional services. At each One-Stop center, LVER and DVOP staff will raise veterans' issues, including efforts to expand information provided to veterans to awareness of available services. At the request of One-Stop partners, LVERs and DVOPs may also be assigned to other locations that serve large veteran populations.

Case management services for veterans will be customer-focused and driven. Case management services provided by veteran program staff will include referrals from the Department of Veterans Affairs Vocational Rehabilitation and Counseling system. Veterans will be provided choices based upon need and the resources available to meet those needs. When necessary and when appropriate, customers will be assisted in accessing resources outside of the One-Stop system.

11. Describe how the State will provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to agricultural employers. How will you provide equitable services to this population in the One-Stop system? (20 CFR part 653, §112(b)(7).)

JS-funded staff are committed to ensuring continuous equity of services to MSFWs. In local areas, every core service that is available to One-Stop customers is available to MSFWs. To serve the needs of MSFWs and agricultural employers, the JS staff provide office-based services, outreach services, and services through special initiatives relating specifically to the needs of MSFWs. California will continue to

develop an annual MSFW Outreach Plan (20 CFR 653.107) to “contact MSFWs who are not being reached by the normal intake activities conducted by the local field offices.” In targeting services to this population, JS-funded staff consider the special needs of MSFWs, such as language and cultural barriers or the lack of familiarity with community services. As a result, the State recruits and hires bilingual outreach workers that typically have MSFW backgrounds. A separate Agricultural Services Plan will be developed and forwarded under separate cover.

12. Describe how Wagner-Peyser Act funds will provide a statewide capacity for a three-tiered labor exchange service strategy that includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. (§112(b)(7).)

The EDD JS program has deployed a tiered service delivery system that allows all customers’ access to JS labor exchange activities using any one of three tiers of service. In the tiered service delivery system, job seekers and employers are able to receive core and intensive services via self-service, facilitated self-help, and staff-assisted service based on need or preference. Labor exchange services are available to all employers and job seekers, including targeted groups such as dislocated workers and MSFWs through this tiered service approach.

Most job seekers use self-service to self-identify and complete a starter record in CalJOBS. For job seekers that cannot, or choose not, to use self-help, either facilitated self-help or staff-assisted service is provided at One-Stop centers or affiliated linked sites. The JS staff in these sites monitor and mentor customers to identify those with special needs and provide assistance and access to the tier of service that is required. Facilitated self-help is available in One-Stop centers when a job seeker lacks skills to enter a resume in CalJOBS or needs assistance in securing a job referral. Facilitated self-help is also available for job seekers who need help to interpret labor market information or who participate in subject specific group workshops such as orientation to the Resource Center. Staff-assisted service is available to job seekers who cannot benefit from self-service, facilitated self-help or who require a greater level of assistance. One example would be customers who would benefit from participation in a job search workshop. Additionally, staff-assisted services are used extensively in case management programs serving targeted groups, such as welfare recipients or veterans.

Employers, like job seekers, may choose from different service options and tiers of service. In the self-service tier, an employer may enter a job listing and respond to applicants who make direct contact. Employers may elect self-service to access labor market information. Facilitated self-help is available when an employer does not have Internet access, or requests JS staff to enter a job order in CalJOBS on their behalf. Another example of facilitated self-help includes employer use of JS sites for interviews. Staff-assisted service is available to employers who ask JS staff to search the database, review job seeker work history, and refer qualified job seekers. Staff-assisted service to employers is also provided in coordination with Employer Advisory Councils. Employers who register to use CalJOBS benefit from a

centralized registration point in their initial contact with JS. Trained, customer-oriented staff work to ensure a positive first impression.

13. Describe how your State will provide rapid response activities with funds reserved under Section 133(a)(2), including how the State will use information provided through the Warn Act to determine when to provide such activities.

a. Identify the entity responsible to provide rapid response services.

The EDD developed the current State rapid response system and has provided State rapid response services under JTPA. The State will use this experience by designating the EDD as the State rapid response agency during the first year of WIA operation. Local areas will have the lead responsibility for rapid response assistance. State staff are assigned as liaisons to groups of local workforce investment areas to assist with all aspects of WIA program operation. These liaisons will be in regular contact with assigned local areas and will provide technical assistance for the purpose of both resolving compliance issues and improving the quality of rapid response assistance.

b. How will your State's rapid response unit's activities involve the Local Boards and local chief elected officials? If rapid response functions are shared between your State unit and local areas, identify the functions of each and describe how rapid response funds are allocated to local areas (including a description of the timing and process for determining whether a distribution to local areas will take place).

The EDD, through its liaisons, will obtain information from local areas to continuously improve the coordination between State-level rapid response and local dislocated worker programs. The Local Board will be involved in the rapid response efforts to identify services that should be provided to the employers and employees in the local areas. It is expected that the Local Board and the chief elected official will meet with the employer, labor union, and other worker representatives to facilitate and coordinate rapid response activities.

Early identification of closures and layoffs will be accomplished through the State's Worker Adjustment and Retraining Notification Act (WARN) system. The WARN coordinator is responsible for receiving notifications from employers and advising local area entities about a mass dislocation or plant closure. Rapid response information and services will be coordinated through the One-Stop system.

As part of their rapid response contracts, the local area staff will be responsible for on-site contact with the employer, representatives of the affected workers, and the local community, which may include an assessment of the:

Timetable of the layoff plan.

Potential for averting the layoff(s) in consultation with State, local, and private sector economic development agencies.

Employment history and assistance needs of the affected workers.

Reemployment prospects for workers in the local community.

Available resources to meet the short and long-term assistance needs of the workers.

Information and access to services.

The provision of guidance and/or financial assistance in establishing a committee to devise and oversee an implementation strategy that responds to the reemployment needs of the workers.

The WIA MOU will include agreements between the Local Boards and the One-Stop partners to develop coordinated rapid response roles and responsibilities. Program services are available to dislocated workers and include UI benefits, California Training Benefits, Trade Adjustment Assistance, NAFTA programs, and WPA programs.

The Governor will reserve 25 percent of the State's allocated dislocated worker employment and training funds for rapid response and additional assistance to local areas. The One-Stop centers, through the Local Board and the chief elected official, will be eligible to apply for rapid response funding. These funds are allocated based on the frequency or expected frequency of closure and layoff activity occurring in the local area.

In coordination with the State, Local Boards and chief elected officials may apply for DOL national emergency funds to respond to:

Mass layoffs.

Plant closures.

Realignment of military installations.

Disaster relief employment services and assistance.

c. Describe the assistance available to employers and dislocated workers, particularly how your State determines what assistance is required based on the type of lay-off, and the early intervention strategies to ensure that dislocated workers who need intensive or training services (including those individuals with multiple barriers to employment and training) are identified as early as possible. (§112(b)(17)(A)(ii).)

The full scope of services authorized under the WIA will be available to California employers and dislocated workers. As stated above, California will continue to use its decentralized incident-specific strategy for determining what assistance is appropriate in respect to each mass layoff. This approach has been highly effective in our economically and geographically diverse State. We expect that under the WIA, this approach will continue to ensure that dislocated workers who need intensive or training services (including individuals with multiple barriers to employment and training) are identified immediately and are put in contact with their local service delivery system.

14. Describe your State's strategy for providing comprehensive services to eligible youth. Describe how your State will, in general, meet the Act's provisions regarding youth program design (as discussed at 20 CFR 664.400 and 664.410), in particular:

- **preparation for postsecondary educational opportunities;**
- **strong linkages between academic and occupational learning;**
- **preparation for unsubsidized employment opportunities;**
- **effective linkages with intermediaries with strong employer connections;**
- **tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;**
- **alternative secondary school services;**
- **summer employment opportunities;**
- **supportive services;**
- **adult mentoring;**
- **follow-up services; and**
- **comprehensive guidance and counseling.**

Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. (§§112(b)(18), 129.)

California recognizes the increasing demand to educate and train the youth in the State with the skills necessary to obtain and retain employment especially in the industries essential for its economic growth. California needs to maximize the effective use of resources for its workforce investment programs to create a more coherent, comprehensive, accountable, and customer-focused system. California will promote effective service delivery through integration of partnerships in economic development, employment and training services, welfare reform, and school reform consistent with the goals of California's workforce investment system.

The Local Board, in partnership with its Youth Council, will develop and enhance relationships with local agencies and service providers to ensure that necessary services are available to eligible youth. Coordination with foster care, education, welfare, and other relevant resources will be monitored through State review. The Local Board, in conjunction with the chief elected official, is encouraged to appoint a comprehensive array of representatives from local youth service providers, parents, supportive service organizations, and other interested parties to the local Youth Council.

California may establish a special subcommittee of the State Board to focus on youth issues. The State Youth Subcommittee (Subcommittee) will provide guidance and oversight to local Youth Councils and make recommendations to the State Board to ensure the attainment of the State's comprehensive youth services objectives. Representation on the Subcommittee will reflect involvement with foster care, welfare, education, Job Corps, School-to-Career, and other relevant resources including programs which assist youth with special needs or barriers to employment. This will create a forum for information exchange and establishing State coordination strategies to assist California youth.

Detailed information on California's strategy for providing comprehensive youth services is contained in Addendum 2 on page A2-10 and in Addendum 3 on page A3-14.

15. Describe how coordination with Job Corps, youth opportunity grants, and other relevant programs (e.g., foster care, education, and welfare) will occur. (§§112(b)(18), 145(a)(2), 169.)

The Subcommittee will provide leadership by advocating for California's youth. The Subcommittee will take a leadership role in recommending reduction of legislative and regulatory barriers and by developing policies to improve the alignment of partnering programs and funding sources such as Youth Opportunity Grants. The Subcommittee will foster communication between the State Board and Local Boards to ensure local youth programs conform to the Governor's priorities for workforce preparation programs. The Subcommittee will be responsible for providing technical assistance, and a catalog of resources and programs available to assist local planning.

Local Boards will describe how linkages between organized labor, employers, education governing bodies, and the appropriate State agencies should work together to expand the Apprenticeship system, which is driven by the local labor market needs both in numbers and scope in order to maximize the effectiveness of the apprenticeship model within the workforce development system.

In addition to the need to coordinate youth programs and services at the local level and through the Subcommittee, the State will develop methods to assure partnering occurs at the State level. The State Board will provide the necessary guidance and leadership to promote such partnering by:

- Promoting the development of MOUs among agencies (including Job Corps, Youth Opportunity Grantees, and California's local School-to-Career systems) to assure cooperation at the State level and support for coordinated youth services and programs locally.
- Encouraging and linking access to services for youth through the One-Stop delivery system.

- Recommending investment in statewide youth programs that promote coordination and linkage with other programs and services.

Strategies for implementing a comprehensive youth program design are further discussed in Addendum 2 on page A2-11 and in Addendum 3 on page A3-14.

16. Describe the State's strategies to provide additional assistance to local areas that have high concentrations of eligible youth. (§§112(18)(A), 129(B)(2)(C).)

Local flexibility is the key to successful youth program design. This flexibility is critical to meeting the workforce development and economic development needs of the local areas. This flexibility will also assist the State in meeting its workforce investment priorities.

This aspect of California's Youth Plan addresses the key solution for additional assistance to areas with higher concentrations of eligible youth. Because funds will be distributed on an equitable basis, based on State formula allocations, resources may or may not correlate to area youth demographics. Additionally, local areas will respond to local planning documents requesting specific information as to the type and availability of youth activities, along with any gaps in service inclusive of those which would be needed in areas with higher youth populations.

Based on these factors as well as the ideas provided by the Youth Transitions Work Group, it is anticipated that additional assistance for such areas will include:

Possible use of 15 percent discretionary funds for areas with high concentrations of eligible youth.

Enhanced analysis of area youth needs, i.e., in-school or out-of-school youth populations, available resources, and special needs requiring even greater coordination with such areas as probation or foster care.

Technical assistance in areas of competitive processes to optimally fund grants and contracts for youth services.

Specialized assistance for staff at all levels to use in identifying effective and ineffective youth activities and providers.

On-going follow up and monitoring of local areas and activities for the purpose of ensuring resources are directed to the areas most in need.

On-going assistance to ensure the sixth youth eligibility criterion has been developed and applied strategically to effectively manage youth participation levels.

On-going work at the State level, with local input and recommendations from the Board's Youth committee, to examine formula funds distribution to ensure areas with the greater needs receive their fair share of needed youth funding.

C. System Infrastructure: This section should describe how the State will improve the systems necessary to operate and manage your workforce investment system.

- 1. How will your State improve its technical and staff capacity to provide services to customers and improve entered employment outcomes in accordance with section 3(a) of the Wagner-Peyser Act? How will your State use technology such as Jobline, “swipe card” technology, a community voice mail system or other methods to build a mediated and electronic labor exchange network. How will the State use America’s Job Bank/State Bank Internet linkages to encourage employers to enter their own job orders on the Internet? (§112(b)(7).)**

A detailed discussion of California’s plan for capacity building is provided in Addendum 2 on page A2-12 and in Addendum 3 on page A3-7.

California will explore ways to implement technology solutions that will assist staff to deliver services that will improve performance outcomes. The State Board, at its March 15 meeting adopted an initial committee structure and will use that as a way to identify barriers that must be overcome to improve performance. Members of the State Board expressed an interest in exploring ways to better integrate systems and to use technology as a way to improve service delivery. Once needs are assessed, the State in conjunction with the State Board will explore solutions for resolving an issue.

California is currently engaged in a Jobline pilot in Monterey County. This pilot is nearing its first year of completion and if successful could be expanded to other areas of the State.

The CalJOBS offers employers and job seekers access to the State’s database of job seekers and job vacancies in California. The Jobline provides telephone access to the job listings in America’s Job Bank. Employers may enter their own job orders on the Internet using CalJOBS. Their orders are transmitted electronically to AJB. The EDD markets CalJOBS and provides employers with the necessary information to enable them to post job orders on the system. See Attachment M: Information Technology System Infrastructure.

- 2. How will your State improve its employment statistics system to ensure that One-Stop system customers receive timely, accurate and relevant information about local, State and national labor markets? (§§111(d)(2), 111(d)(8), 112(b)(1), 134(d)(2)(E).)**

California has been designated to represent DOL Region IX on the development of the national employment statistics system. In that capacity, California’s representative has participated in the development of the strategic plan for a national employment statistics system with the Bureau of Labor Statistics. This provided California the unique opportunity to develop a State system that is consistent with

the national plan. California has prepared detailed plans that address the data requirements of the WIA and can provide those plans upon request.

During the past few years, labor market analysts have given SDA staff training via the use of labor market information. For the foreseeable future, this training will continue and may be offered to other One-Stop partner staff. As the need for career and job information grows and to support informed customer choice, there will be a need to provide more current labor market information that can be used as the basis for developing training. There will also be a need to improve the linkage between labor market information and economic development.

Labor market information is being made available in many formats including the Internet, CD ROMs, and print. Plans are to continue the availability of information in a variety of formats to assure One-Stop customers have access to it. The State is also developing an Internet strategy to expand and improve the availability of its labor market information. This strategy will assure that information is available on an "any time, any where" basis that a customer who has access to the Internet wants it. Efforts will continue to be made to make the Employment Statistics system available to customers with special needs.

V. PERFORMANCE MANAGEMENT:

A. Describe the data collection and reporting processes that will be used for all of the One-Stop partner programs and activities described in section 112(b)(8)(A). Include a description of how quarterly wage record information will be used, and identify the entities that may have access to quarterly wage record information. (§112(b)(8)(B).)

California does not have common data collection or reporting process for all of the One-Stop partner programs and activities. The State Board may have an Information Technology Committee to explore and make recommendations about effective technology solutions including common data collection and reporting processes. Some strategies to integrate data collection may include information-sharing, data warehousing, and common definitions among information technology systems.

Quarterly base wage records will be used to verify employment and wage outcomes for individuals receiving intensive and training services and for verification of performance information provided by eligible training providers under section 122 of the WIA. Direct access to the base wage file data is limited to State staff and because of the need to develop systems to assure confidentiality of the information and the sheer size of California's base wage file, this limited access will continue for the near-term. Currently, local entities may, by special request and with approval from the program participant, receive base wage file information on an individual who is participating in their program. However, the State is aware that local access to this information is critical to performance management of the local workforce investment system and will consider this issue as part of the planned WIA automation feasibility study report to be completed during the first year of WIA implementation.

Additional information regarding the State's data tracking system is provided in Addendum 2 on page A2-14.

- B. If the State will place any financial reporting requirements on subrecipients beyond those that will be required by the Department in its financial reporting instructions (either frequency or data collected) include a description of those additional elements. (§112(b)(2).)**

California does not plan to place any financial reporting requirements on subrecipients beyond those that will be required by the DOL.

- C. Describe the system(s) by which your State measures customer satisfaction for both job seekers and employers (beyond those elements required by the department). How will customer satisfaction be evaluated, disseminated locally, and used to improve services and customer satisfaction? Describe any targeted applicant groups under WIA title I, the Wagner-Peyser Act or 42 USC Title 38 (Veterans Employment and Training Programs) that your State will track. If no system is currently in place, describe your State's timeframe and plan to collect this information. (§§111(d)(2), 112(b)(3), 136(b)(2)(B).)**

While no single system currently exists to coordinate the State's various customer satisfaction measurement efforts; the following activities represent a sample of California's commitment to comprehensive assessment of customer satisfaction.

The State is currently working with the DOL and Social Policy Research Associates to conduct two statewide pilot studies of proposed customer satisfaction measures—one with 1,500 randomly selected participants and one with 1,500 randomly selected employers. In the first pilot, participants rate overall impressions of workforce preparation programs using the American Customer Satisfaction Index (ACSI). Participants also rate the specific service elements they received. Additional qualitative questions allow narrative comments on aspects that were especially helpful or problematic. The second pilot focuses on employers. The ACSI is included in this survey as well as qualitative and quantitative ratings of workforce preparation programs and services.

These pilot studies will help California explore questions such as:

- Are potential One-Stop participants satisfied with the services they received?
- What kinds of programs and services do potential One-Stop participants think that the State should offer?
- What qualitative and quantitative data are most useful in planning for continuous improvement?
- What qualitative insights can the State use to interpret ACSI scores?

Additional customer satisfaction surveys have been conducted as follows.

Customer Group	Customer Satisfaction Survey Information
Intensive Assistance Workshop Participants	Randomly selected participants from nine demonstration sites to rate overall experience with workforce preparation programs ACSI used along with specific service elements
UI and Disability Insurance Claimants	Targets both claimants and employers to determine overall satisfaction about call center services
Migrant Seasonal Farmworkers	In-person interviews and protocols to determine satisfaction with services
Veterans	Targeted population included Vietnam era, disabled veterans, and others eligible for veteran services under Title 38 to determine satisfaction with veterans services
UI Appellants	Targeted population were California UI Appeals Board appellants Evaluation and customer satisfaction study to measure services

Job Service conducts four different types of customer satisfaction surveys:

- Job Seeker Survey: measures job seeker's satisfaction with CalJOBS and labor exchange services.
- Closed Job Order Survey: measures employer's satisfaction with CalJOBS and labor exchange services.
- Job Search Workshop Survey: measures participant's satisfaction with workshop and identifies areas for improvement.
- Employer Seminar Survey: measures employer satisfaction with seminars, topics, and identifies areas for improvement.

D. Describe any actions (including incentives and technical assistance) the Governor and State Board will take to ensure continuous improvement of the statewide workforce investment system. (§§111(2), 112(1), 129(B)(2-3), 134(A) (2-3).)

Several workgroups have been established to address WIA customer service and continuous improvement. At the local level, many cooperative agreements have been developed to identify roles and responsibilities, joint planning efforts, mutual customer satisfaction needs, and service points for outcome reporting and measurement.

Please refer to Section IV.B.2 that also responds to collaborative efforts at both State and local levels. Early workgroup efforts in these areas involved State partners including EDD, Department of Social Services, Department of Education, California Community Colleges, and others. Additionally, local partners were brought in for field expertise especially related to data compilation, reporting, and customer satisfaction measures.

E. How will the State and Local Boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), 112(b)(3).)

The performance measurement data will be available to State and Local Boards to provide base line information about system performance. The State has a comprehensive performance system for measuring outcomes. Reports will be made available to decision-makers, local providers and customers. This information can be used by State and Local Boards to develop management information systems that will assist program operators to identify continuous improvement opportunities. When necessary technical assistance will be provided.

The State will also conduct evaluations of WIA activities as required, in order to analyze system performance longitudinally. Although not yet identified, the evaluations will focus on particular aspects of service delivery and services to target populations. Evaluations related to the use of ITAs and the statewide ETPL will be important in implementing policies related to customer choice and in improving the opportunities for Californians to maximize their employment potential.

Further discussion of California's approach to performance management is provided in Addendum 2 on page A2-14.

VI. ASSURANCES

- 1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)**
- 2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that:**
 - (A) the State has implemented the uniform administrative requirements referred to in section 184(a)(3);**
 - (B) the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and**
 - (C) the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)**
- 3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)**
- 4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, to the extent practicable. (§112(b)(17)(B).)**
- 5. The State assures that the Governor shall, once every two years, certify one for each local area in the State. (§117(c)(2).)**
- 6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).**
- 7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)**
- 8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)**
- 9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).**
- 10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are**

necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

General Administrative Requirements:

29 CFR part 97 -- Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

29 CFR part 96 (as amended by OMB Circular A-133)-- Single Audit Act

OMB Circular A-87 -- Cost Principles (as amended by the Act)

Assurances and Certifications:

SF 424 B -- Assurances for Nonconstruction Programs

29 CFR part 31, 32 -- Nondiscrimination and Equal Opportunity Assurance (and regulation)

CFR part 93 -- Certification Regarding Lobbying (and regulation)

29 CFR part 98 -- Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees.
14. The State certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
15. The State assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.
16. The State has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
17. The State assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
18. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.
19. The State assures that the State Board will ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes (§§112(b)(1), 111(g)).
20. The State assures to include State and local EO officers and advocates for groups protected from discrimination under WIA section 188 in the planning process in a meaningful way, beginning with the earliest stages.
21. The State certifies that, in providing an opportunity for public comment and input into the development of the Plan, the State consulted with persons of disabilities and has provided information regarding the Plan and planning process, including the Plan and supporting documents, in alternative formation when requested (§112(b)(9).)

22. If you submit your Plan by posting it on an Internet website, the State certifies that the content of the submitted Plan will not be changed after it is submitted, except with the Department of Labor approval.

VII. PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURE

Name of WIA Title I Grant Recipient Agency:

California Employment Development Department

Address: P.O. Box 826880, Sacramento, California 94280-0001

Telephone Number: (916) 654-8210

Facsimile Number: (916) 657-5294

E-mail Address: MBernick@edd.ca.gov

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

California Health and Human Services Agency

Address: 1600 9th Street, Suite 460, Sacramento, California 95814-6404

Telephone Number: (916) 654-3345

Facsimile Number: (916) 654-3343

E-mail Address: GJohnson@hwa.cahwnet.gov

Name of WIA Title I Signatory Official:

Grantland Johnson, Secretary, California Health and Human Services Agency

Address: 1600 9th Street, Suite 460, Sacramento, California 95814-6404

Telephone Number: (916) 654-3345

Facsimile Number: (916) 654-3343

E-mail Address: GJohnson@hwa.cahwnet.gov

Name of WIA Title I Liaison:

Michael Bernick, Director, California Employment Development Department

Address: P.O. Box 826880, Sacramento, California 94280-0001

Telephone Number: (916) 654-8210

Facsimile Number: (916) 657-5294

E-mail Address: MBernick@edd.ca.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Michael Bernick, Director, California Employment Development Department

Address: P.O. Box 826880, Sacramento, California 94280-0001

Telephone Number: (916) 654-8210

Facsimile Number: (916) 657-5294

E-mail Address: MBernick@edd.ca.gov

Name and title of State Employment Security Administrator (Signatory Official):

Michael Bernick, Director, California Employment Development Department

Address: P.O. Box 826880, Sacramento, California 94280-0001

Telephone Number: (916) 654-8210

Facsimile Number: (916) 657-5294

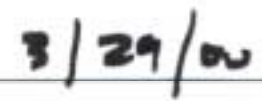
E-mail Address: MBernick@edd.ca.gov

As the Governor, I certify that for the State of California, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs.

Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur. I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.



GRAY DAVIS



Date

WIA ACTIVITIES TIMETABLE

* Each section is chronologically arranged for that specific workgroup/committee *

ACTIVITY:	DATE:	DISCUSSION/PRODUCTS
Request to form State Partners Workgroup from Interdepartmental Workgroup	7/28/99	Sent letter to various State agencies.
State Partners' Meeting 1	8/24/99	Introductory meeting to establish goals. Discussed WIA implementation schedule, Policy development Local Area Designation and various other issues pertaining to WIA.
State Partners' Meeting 2	9/1/99	Discussed Local Area Designation, Local Board criteria, goals, & options for conducting new member orientation, identified milestones for workgroup, and delegated assignments.
State Partners' Meeting 3	9/8/99	Continued developing policies regarding specific issues related to WIA implementation in California. Focus: Local Area Designation, Local Board certification and State Board Orientation.
State Partners' Meeting 4	9/20/99	Focus: Local Board certification. Discussed Local Planning Guidance development for Chief Local Elected Officials. Discussed Local Area Designation and applications received.
State Partners' Meeting 5	9/30/99	Focus: Draft of preliminary Local Planning Guidance Instructions. Asked for review of draft.
State Partners' Meeting 6	10/7/99	Held rounds of discussions. Topics included; One-Stop, Local Planning Guidance.
State Partners' Meeting 7	11/2/99	Discussed possibility of MOUs between State agencies engaged in WIA activities at the local level.
Performance Based Accountability (PBA) Committee Meeting	5/25/99	WIA performance discussion.
	8/26/99	Comment on Department of Labor's consultation papers.
One-Stop Taskforce/ Transition Issues Workgroup	11/2/99	Discussed reports issued for review.
	8/18-19/99	Met to identify ITA/ ETPL policy issues for State Board.

WIA ACTIVITIES TIMETABLE

ACTIVITY:	DATE:	DISCUSSION/PRODUCTS
	9/15/99	Discussed potential policy recommendations for ITA/ETPL policies.
Youth Transitions Workgroup	8/18-19/99	Brainstormed and took census on key issues pertaining to the Youth Plan in California according to the WIA.
	9/13/99	Discussed for the youth plan. Answered questions pertaining to tracking and reporting data, including performance and fiscal integrity, and technical assistance.
	9/27/99	Policy for California State Youth Plan written.
	11/15/99	Discussed key issues pertaining to effective practices and strategies for youth outreach programs.
	12/7/99	Discussed performance standards and related tracking/ MIS issues. Discussed time frame for thorough youth community representation.
	12/20/99	Completed draft of Abbreviated Youth Plan.
Local Area Designation (LAD)	6/6/99	Letter of intent to designate Local Area under WIA.
	8/6/99 – 9/7/99	Received applications from LEOs for designation.
Executive Order D-9-99 (Governor Gray Davis)	10/11/99	Establishment of the California State Workforce Investment Board, its duties and responsibilities.
Implementation of California Workforce Investment Board's Web-Site	11/1/99	www.calwia.org Created to communicate WIA related activities.
Governor Appoints Members to the California Workforce Investment Board	12/17/99	63 Members appointed to the CWIB. Announced by press release via the Governor's Office.
AFL-CIO Conference	5/99	Staff made presentation regarding labor's roles and responsibilities in WIA.
Black Chamber of Commerce Meeting	6/99	Staff made presentations regarding roles and responsibilities of business representatives at the local level.

WIA ACTIVITIES TIMETABLE

ACTIVITY:	DATE:	DISCUSSION/PRODUCTS
Community- Based Organization (CBO) meeting	10/5/99	Review of the process and activities undertaken to establish the State Workforce Investment Board and address other WIA implementation issues specific to CBOs.
California Association of Enterprise Zones (CAEZ)	9/22-24-99	Presentation by Div. Chief Linda Monroe.
Central California Job Services Division (JSD) Meeting	8/24 – 26/99	Presentation by Div. Chief Linda Monroe. Status report on WIA.
Southern California Job Services Division (JSD) Meeting	8/31/99 – 9/1/99	Participated in discussion of legislative issues: SB 146 (Solis), SB 702, (Vincent). Updated members on WIA implementation timeline and held open discussion on WIA implementation. Discussed Local Level readiness (using other state examples).
County Welfare Directors Meeting (CWD)	6/25/99	Updates on Legislative concerns. Discussed State Partner concerns. Analyzed rules/ regulations of WIA.
	7/16/99	Provided county welfare departments with information pertaining to CDSS and EDD activities in preparation for WIA implementation in California.
	8/30/99	Provided county welfare departments with information pertaining to CDSS and EDD activities in preparation for WIA implementation in California.
Partner- Agency Directors' Meeting	5/17/99	Overview of required and recommended Partners for WIA implementation. Presentation by EDD Director.
	6/17/99	Update on WIA activities, roles and responsibilities of the State Board and other WIA issues. Presentation by EDD Director and others.
Introduction to One-Stop Centers (Proteus)	8/27/99	Presented made by staff regarding the relationship between WIA and One-Stop Centers.

WIA ACTIVITIES TIMETABLE

ACTIVITY:	DATE:	DISCUSSION/PRODUCTS
California Workforce Association (CWA) conference.	9/29-30/99	Discussed WIA implementation and its effects on older workers.
Eligible Training Providers List Workgroup	10/25/99	Attendees from various agencies discussed key issues concerning ETPL.
	12/15/99	Discussed WIA ETPL requirements, goals of the ETPL and identification of ETPL Data Elements.
	1/4/00	Discussed operational policies and subsequent performance measures.
California Workforce Association	11/15/99	Staff attended the conference to discuss the WIA Youth system. Discussion focused on Youth Councils and conversion from summer to year-round programs.
San Diego Workforce Partnership Request for Business Plan Technical Assistance Session (RFBP)	11/10/99	Presentation by staff providing information about PBA measures.
Western Alliance Farmworkers' Advocates Conference (WAFA)	11/2/99	Dialogue with local level staff regarding WIA.
Labor Market Information Division (LMID) Advisory Committee	7/7/99	Staff provided an overview of the PBA report; Year 1.
	10/13/99	Staff provided an update on PBA system and progress on Year 2 report.

WIA WORKGROUPS AND ACTIVITIES

<i>WORKGROUP</i>	<i>WIA RELATED ACTIVITIES</i>
Special Committee on Workforce Investment Act Transition	<ul style="list-style-type: none"> • Special Committee of the State Job Training Coordinating Council (SJTCC) • Composed of over 40 State and local WIA stakeholders • Purpose: To provide input on State level WIA issues • Developed recommendations to the Governor on: <ul style="list-style-type: none"> ✓ State Board – new versus keeping the SJTCC ✓ Local Area Designation - criteria ✓ Local Board Membership – new versus keeping Private Industry Councils (PICs) • Provided input on: <ul style="list-style-type: none"> ✓ Eligible Training Provider List (ETPL) ✓ Individual Training Accounts (ITAs)
Transition Issues Workgroup	<ul style="list-style-type: none"> • Workgroup of the One-Stop Career Center System Task Force (Task Force) • Composed of One-Stop practitioners, partners and local system stakeholders • Purpose: Develop policy recommendations for the SJTCC on WIA operational issues • Provided input and recommendations on: <ul style="list-style-type: none"> ✓ Memoranda of Understanding – templates ✓ Individual Training Accounts ✓ Capacity building for local One-Stop staff ✓ Local area designation criteria ✓ Selection of One-Stop operators ✓ Certification of Local Boards ✓ Employer Services under WIA ✓ Inclusion of CalWORKs and Welfare to Work as required partners under WIA ✓ Joint planning

<i>WORKGROUP</i>	<i>WIA RELATED ACTIVITIES</i>
Interdepartmental Workgroup (IWG)	<ul style="list-style-type: none"> • Workgroup of the SJTCC • Composed of State agency partners including those from WIA required and support service agencies • Purpose: Comment on WIA related products, ensure coordination among State partners • Provided input and recommendations on: <ul style="list-style-type: none"> ✓ State vision for WIA plan ✓ Capacity building for Local Boards and youth councils ✓ Local Board membership criteria ✓ Eligible Training Provider List ✓ Individual Training Accounts ✓ State Board member nomination process ✓ State Board member orientation handbook ✓ Initial Local Planning Guidance ✓ Memorandum of Understanding templates
State Partner Workgroup	<ul style="list-style-type: none"> • State Agency partner workgroup • Composed of WIA partners responsible for administering programs that delivery services through One-Stop systems • Purpose: Forum for discussion and to assist in the development of WIA related products • Provided assistance in the development of: <ul style="list-style-type: none"> ✓ State Board member orientation handbook ✓ Local Area Designation criteria and application ✓ Initial Local Planning Guidance ✓ Public review and comment process , i.e., sunshine process
Youth Workgroup	<ul style="list-style-type: none"> • Federal, State and local member workgroup • Composed of representatives from education, employment and training communities involved in youth programs and services • Purpose: To develop abbreviated Youth Plan and provide input on the youth components of the State Plan

<i>WORKGROUP</i>	<i>WIA RELATED ACTIVITIES</i>
Performance Based Accountability Committee	<ul style="list-style-type: none"> • Special Committee of the SJTCC • Composed of representatives specified by law. Includes representatives from State agencies who participate in the PBA system and SJTCC members • Purpose: To provide recommendations and input to the SJTCC on the PBA system and activities. Also provided input on WIA performance measures • Provided input on: <ul style="list-style-type: none"> ✓ Department of Labor (DOL) consultation papers related to performance measurement ✓ The relationship between the PBA system and WIA required performance system

In addition to these workgroups, several others were formed with program knowledgeable staff. These workgroups looked at specific elements of WIA of a more technical nature, and in some cases the workgroup has not completed its work.

WORKGROUP MEMBERSHIP ROSTER**SPECIAL COMMITTEE ON WORKFORCE INVESTMENT TRANSITION**

MEMBER NAME	REPRESENTS
Ainsworth, Patrick	State Department of Education
Baker, Jane	SJTCC
Blair, Phillip	SJTCC
Brown, Doug	Legislature Senate Select Committee on Economic Development
Bustamante, Cruz	State Lt. Governor
Castillo, Tony	Labor California Labor Federation AFL/CIO
Chilcott, Kurt	Economic Development CDC Small Business Finance Corporation
Dave, Al	State Employment Development Department
Doi, Kerry	CBO Pacific/Asian Consortium & Employment
Doyle, Donald	SJTCC
Feddersen, William	Community College Mt. San Antonio College
Freeman, Gary	Local Government Glenn County Board of Supervisors
Harper, Don	CBO Vietnam Veterans of California
Harris, Charles	General Public SJTCC
Hotchkiss, Bob	State Health & Human Services Agency
Hutchison, Mark	State Department of Rehabilitation
James, Sally	CBO Career Encores
Kawahara, Ed	State Trade & Commerce Agency
Leete, Gary	Local Department of Rehabilitation
Lopez, George	SJTCC
Lowe, Chris	SJTCC
Maguy, Bill	SJTCC
Mailer, Kathy	State Employment Development Department
Masamori, John	Private Sector Los Angeles Airport Marriott Human Resources
Miller, Lynn	State Chancellor's Office of the California Community Colleges
Nelms, Lanny	Vocational Education Regional Occupational Center

WORKGROUP MEMBERSHIP ROSTER**SPECIAL COMMITTEE ON WORKFORCE INVESTMENT TRANSITION**

MEMBER NAME	REPRESENTS
Nunn, Henry	SJTCC
Ochoa, John	State Department of Community Services and Development
Pennington, John	State California Youth Authority
Peterson, Charles	Local Service Delivery Area Northern Central Counties Consortium
Puentes, Julie	SJTCC
Quintero, Frank	CBO Alliance for Education
Rinaldo, Yolanda	Local County Welfare Department Social Services Agency
Sherriff, Rona	SJTCC Designee for Senator Patrick Johnston
Starr, Paula	Local - Native American Program Southern California Indian Center
Stern, Barry	SJTCC
Threlkeld, Diane	Education California State University, Fresno
Toman, Mary	SJTCC
Wagstaff, Bruce	State Department of Social Services
Wallace, Samuel	SJTCC
Washington, Willie	Association California Manufacturing Association
White, Mike	Labor California Labor Federation
Worden, Ray	Service Delivery Area Department of Community Development

WORKGROUP MEMBERSHIP ROSTER**TRANSITION ISSUES WORKGROUP**

MEMBER NAME	REPRESENTS
Barbieri, Jonathan	Private Sector JDB & Associates
Bird, Peter	CBO Vietnam Veterans of California
Canty, Jane	Private Sector Social Policy Research
Courtway, Jon	State Employment Development Department
Delmatier, John	CBO Serving Migrant & Seasonal Farmworkers Proteus
Eppard, Cliff	CBO National Council on Aging
Fies, Karen	County Welfare Department Sonoma County Human Services
Goodwin, Mary Ann	State Department of Education
Gibson, Greg	State Employment Development Department
Johns, Pat	Vocational Education Regional Occupational Program
Johnson, Greg	Community Colleges City College of San Francisco
Konczal, Blake	Local Government South Bay Private Industry Council
Malliaras, Steve	Federal Department of Labor
Noteboom, Melissa	Service Delivery Area Capital Area Investment Zone/Sacramento Employment & Training Agency
Ochoa, John	State Department of Community Services & Development
Riel, Jeff	State Department of Rehabilitation
Shearer, Cheryl	Community Colleges Ventura County Community College District
Shapiro, Bob	Service Delivery Area Job Training Network of Santa Barbara

WORKGROUP MEMBERSHIP ROSTER**INTERDEPARTMENTAL WORKGROUP and
STATE PARTNERS WORKGROUP ROSTER**

*= IWG and State Partner Workgroup member

**=State Partner Workgroup member only

MEMBER NAME	REPRESENTS
Arthur, Rob *	State Employment Development Department
Bohart, John *	State Employment Development Department
Budman, Ken	State Employment Development Department
Bugarin, Alicia	State California Research Bureau
Burke, Bill	State Employment Development Department
Chiatovich, Louise	State California Conservation Corps
Corcoran, John	State California Occupational Information Coordinating Committee
Covington, Ann	State Employment Training Panel
Cuevas, Alex	Federal U. S. Department of Labor Veterans Employment Training Service
Emery, Annette	State Department of Transportation
Fraser, Lana **	State Department of Rehabilitation
Giannelli, Jr., John	Federal US Department of Labor Veterans Employment & Training Service
Goodwin, Mary Ann	State Department of Education
Grönbeck, Victoria *	State Employment Development Department
Gurskey, Mark	State Business Transportation and Housing Agency
Gussman, Paul	State Department of Education
Hamilton, Virginia	Association California Workforce Association
Hazlewood, Rachel *	State Trade and Commerce
Heilman, Mark *	State Employment Development Department
Holden, Richard	State Employment Development Department
Hopgood, Harriet	State

WORKGROUP MEMBERSHIP ROSTER**INTERDEPARTMENTAL WORKGROUP and
STATE PARTNERS WORKGROUP ROSTER**

*= IWG and State Partner Workgroup member

**=State Partner Workgroup member only

	Department of Social Services
Kessler, Susan	State Department of Housing and Community Development
Lockhart, Brooks Louis	Native American Programs California Indian Manpower Consortium
Lopez, Richard	State Employment Development Department
Marquez, Danny	CBO CrossRoads Employment Services
McIlwrath, Jim **	State Department of Education
Metsker, Charr Lee	State Department of Social Services
Meyer, Johnna **	State Department of Aging
Moore, Susan	State Employment Development Department
Mott, Vicki **	State Employment Development Department
Nishimura, Bo	State California Department of Alcohol and Drug Programs
Noonan, Barry *	State Chancellor's Office of the California Community Colleges
Noyes, Pat	State Trade and Commerce Agency
Ochoa, John *	State Department of Community Services and Development
Owens, Danna	State Employment Development Department
Parks, Bonnie	State Employment Development Department
Pennington, John	State California Youth Authority
Perez Dunn, Cecilia *	State Department of Aging
Prouty, Richard	State Employment Development Department
Pulliam, Candy	CBO La Cooperativa Campesina de California
Quesada, Ken **	State Employment Development Department
Riel, Jeff *	State Department of Rehabilitation
Schneider, Rick	State Equal Employment Opportunity Office

WORKGROUP MEMBERSHIP ROSTER**INTERDEPARTMENTAL WORKGROUP and
STATE PARTNERS WORKGROUP ROSTER**

*= IWG and State Partner Workgroup member

**=State Partner Workgroup member only

Schallig, Bob *	State Department of Education
Tsuda, Rita	State Department of Industrial Relations
Turner, John *	State Department of Housing and Community Development
Utsumi, Diane *	State Department of Mental Health
Vela, Anthony	Federal U. S. Department of Labor Job Corps
Walkover, Margaret	State California Mental Health Director's Association
ALTERNATES	
Boston, Bill	State Equal Employment Opportunity Office
Courtway, Jon *	State Employment Development Department
Encinas, Helen	State Employment Development Department
Evashenk, Michael *	State Employment Development Department
Polk, Bob	State Equal Employment Opportunity Office
Slayton, Linda	State Department of Education
Sullivan, Gail *	State California Department of Social Services
Yamamoto, Marsha	State Department of Rehabilitation

WORKGROUP MEMBERSHIP ROSTER**YOUTH WORKGROUP ROSTER**

MEMBER NAME	REPRESENTS
Adams, Gary	State Chancellor's Office of the California Community Colleges
Aranguren, Barbara	Local Government Carson/Lomita/Torrance Private Industry Council
Atterbury, Rob	Education K-12 San Diego City Schools
Beckman, Terri	State Employment Development Department
Buesing, Orv	Vocation Education Central Santa Clara County ROC/P
Canty, Jane	Private Sector Social Policy Research Associates
Caporusso, Nick	State California Youth Authority
Chiatovich, Louise	State California Conservation Corp
Dave, Al	State Employment Development Department
Deisler, Larry	Youth Sacramento Job Corp
Hance, Sue	State Department of Social Services, Foster Care Services Bureau
Glaze, Karen	Local Government Mother Lode PIC
Hallett, Tim	Vocational Education San Lucia ROP
Jacobs, John	Federal Department of Labor
Kilbourne, Charlie	State Employment Development Department
McClellan, Judi	State Employment Development Department
Nather, Ken	State Community Colleges Chancellor's Office
Nave, Diana	Service Delivery Area Los Angeles City
Nelms, Dr. Lanny	Education K-12 Los Angeles Unified School District
Noonan, Barry	State Chancellor's Office of the California Community Colleges
Snaer, Mark	Service Delivery Area Sacramento Employment and Training Agency
Peterson, Charlie	Service Delivery Area North Central Counties Consortium

WORKGROUP MEMBERSHIP ROSTER**YOUTH WORKGROUP ROSTER**

MEMBER NAME	REPRESENTS
Piscitello, Judie	Vocational Education Stanislaus County Office of Education, Yosemite ROP
Sanchez, Deborah	Service Delivery Area City of Santa Ana
Sawyer, Sue	Education K-12 Shasta County Office of Education
Schwab, Robert	Service Delivery Area San Mateo County Employment & Training Administration
Slayton, Linda	State Department of Education
Soto, Ron	Local Government City of San Jose
Supriano, Janet	State Employment Development Department
Tatum, Terry	Local Government Merced CO PIC
Vela, Anthony	Federal Job Corp Region

WORKGROUP MEMBERSHIP ROSTER**PBA COMMITTEE MEMBER ROSTER**

MEMBER NAME	REPRESENTS
Perkins, Doug Chairman	SJTCC
Ainsworth, Pat	State Department of Education
Arthur, Rob	State Employment Development Department
Berecochea, John	State Department of Corrections
Bradshaw, Victoria	State Employment Training Panel
Claybourne, Ana	State Department of Rehabilitation
Doyle, Don	SJTCC member
Harris, Charles	SJTCC
Maguy, William	SJTCC
Marston, Jeff	State California Postsecondary Education Commission
Metsker, Charr Lee	State Department of Social Services
Shaw, Barbara	SJTCC
Sherriff, Rona	SJTCC Designee for Senator Patrick Johnston
Walters, Judy	State Chancellor's Office of the California Community Colleges

TIMELINE FOR PERFORMANCE NEGOTIATION

Proposed Schedule for Developing WIA Performance Levels for California and Local Workforce Areas

Activity	Primary Responsibility	Start Date	Completion Date
1. Analyze DOL Performance Model and prepare initial estimates	Workforce Investment Division (WID)	10/15/99	11/24/99
2. Distribute initial performance level estimates to local areas	WID	11/24/99	11/24/99
3. Educate Service Delivery Areas (SDA) on core performance measures, setting performance levels, and negotiation process (briefing for local area administrators).	WID, California Office of Workforce Investment (COWI)	11/15/99	12/3/99 On-going
4. Research other states' performance levels/processes	WID	11/15/99 On-going	12/15/99
5. Establish workgroup to develop recommendations on 1) statewide performance levels, 2) disaggregating performance levels to local areas, 3) methods for producing youth measures	WID, California Workforce Association (CWA), COWI	12/1/99	12/28/99
6. Schedule workgroup meetings	WID	1/1/00	1/7/00
7. Determine process for public review and comment on performance levels	COWI, WID	1/17/00	1/21/00
8. Prepare for technical workgroup meetings (these meetings will included representatives from the Department of Labor (DOL) Region VI performance negotiation team.	WID	11/15/99 On-going	3/10/00

TIMELINE FOR PERFORMANCE NEGOTIATION

Proposed Schedule for Developing WIA Performance Levels for California and Local Workforce Areas

Activity	Primary Responsibility	Start Date	Completion Date
9. Conduct Technical Workgroup Meetings	WID	2/2/00 2/2/00 2/11/00 3/10/00	2/2/00 2/11/00 3/10/00
10. Schedule and arrange facilities for regional Chief Elected Official (CEO)/ Local Workforce Investment Board (LWIB) consultation/negotiation meetings	WID	3/10/00 Pending federal guidance	3/14/00 Completion dependent on receipt of federal guidance
11. Send letter inviting CEO/LWIB to regional meetings	WID for agency signature	3/13/00 Pending federal guidance	3/17/00 Completion dependent on receipt of federal guidance
12. Prepare concept paper on workgroup's proposed recommendations package and distribute for public review and comment	WID	3/11/00 Pending federal guidance	3/31/00 Completion dependent on receipt of federal guidance
13. Prepare for regional CEO/LWIB consultation/negotiation meetings	WID	On-going	4/19/00
14. Incorporate public comments received on concept paper.	WID	4/7/00	4/30/00
15. Conduct regional meetings with CEOs/LWIBs	JTPD	4/24/00	Weeks of: 4/24/00 5/1/00 5/8/00 5/15/00
16. Summarize input from regional CEO/LWIB meetings	WID	5/16/00	5/22/00
17. Brief EDD/Agency on product of regional CEO/LWIB meetings	COWI, WID	5/23/00	5/25/00
18. Agreement with DOL on goals.	COWI	2/2/00	6/30/00

Chart 1
Changing Age Distribution of the California Population

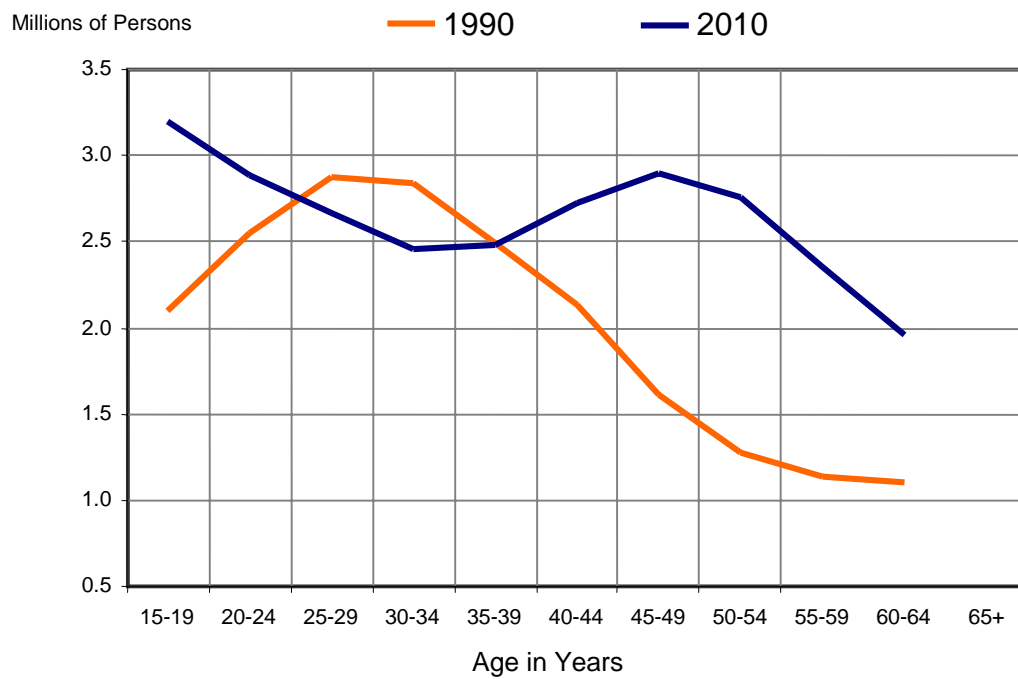
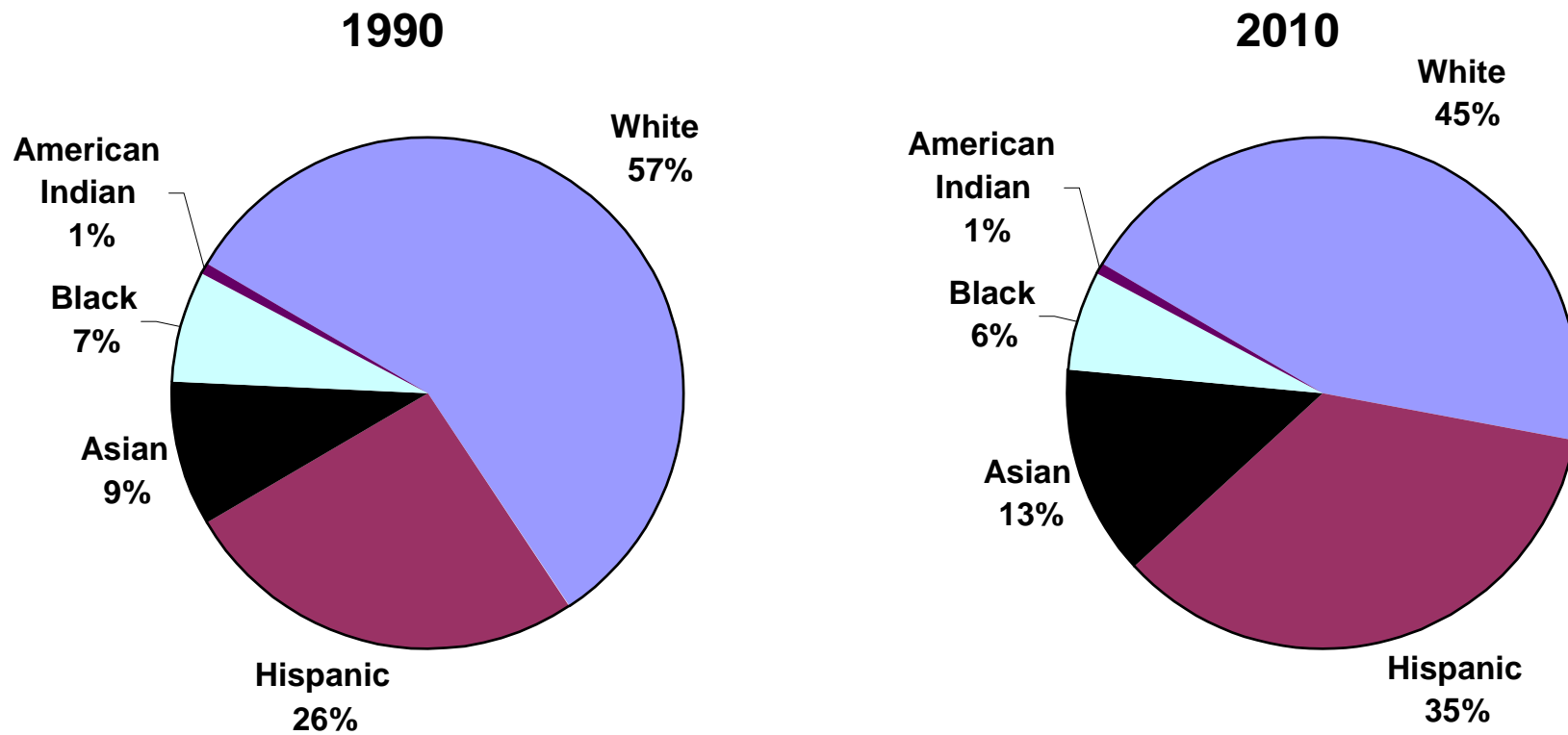


Chart 2
Changing Race/Ethnicity Distribution of the California Population



Source: California Department of Finance

EXECUTIVE DEPARTMENT STATE OF CALIFORNIA



EXECUTIVE ORDER D-9-99 by the Governor of the State of California

WHEREAS, the federal Workforce Investment Act of 1998 invests the Governor with the responsibility to implement innovative and comprehensive workforce investment systems tailored to meet the particular needs of local and regional labor markets; and

WHEREAS, there are a multitude of employment and training programs in California, providing services, mostly to low-income individuals or targeted populations with barriers to employment; and

WHEREAS, the new system will continue serving existing customers, while broadening its scope to provide universal access to all customers, attracting those who are already skilled as well as those wanting to upgrade their skills and education; and

WHEREAS, the successful development and implementation of California's workforce investment system will require the participation of representatives from business, labor, public education, higher education, economic development, youth activities, employment and training, as well as the Legislature; and

NOW, THEREFORE, I, GRAY DAVIS, Governor of the State of California, by virtue of the power and authority vested in me by the Constitution and statutes of the State of California, do hereby issue this order to become effective immediately:

1. Establish the California Workforce Investment Board (hereafter referred to as the State Board) which shall report to the Office of the Governor and assist the Governor in performing the duties and responsibilities required by the federal Workforce Investment Act of 1998.
2. The State Board will include the Governor, representatives of the State Legislature, business, chief local elected officials, organized labor, youth programs, education, lead State agency officials, community-based organizations, and others.
3. Each member appointed by the Governor serves at the pleasure of the Governor.

4. The Speaker of the Assembly and the Senate Rules Committee shall appoint two members each to the State Board.
5. Members of the State Board may receive up to one hundred dollars (\$100) for each day's actual attendance at meetings and other official business of the board, not to exceed three hundred dollars (\$300) per month, and shall receive their necessary and actual expenses incurred in the performance of their official duties.
6. This Executive Order hereby terminates the appointments of all the members of the existing State Job Training Coordinating Council. All staff of the State Job Training Coordinating Council shall be reassigned to the Employment Development Department.
7. The State Board may establish advisory or ad hoc committees as needed to advise on and to carry out the statutory and regulatory responsibilities and duties formerly exercised by the State Job Training Coordinating Council, and to ensure the broadest representation of issues and interests in the workforce development system.
8. The Secretary of the California Health and Human Services Agency shall be the chair of an operations committee of the State Board and shall select members from the public agencies, members of the State Board, and such other members as he deems necessary. The committee shall be responsible for recommending the actions necessary for the administration and oversight of workforce development programs.
9. Until such time as the Governor appoints an Executive Director for the Board, the California Health and Human Services Agency shall act on behalf of the Executive Director to perform activities preparatory to the development of the State plan as required by the federal Act. The Executive Director once appointed shall report to the Secretary of the California Health and Human Services Agency. Any costs related to activities performed under this Executive Order shall be reimbursed by the Budget Act for support of the State Workforce Investment Board (Item 5120-001-0869, Chapter 50, Statutes of 1999) or from Job Training Partnership Act State administrative funds.



IN WITNESS WHEREOF I have hereunto set my hand
and caused the Great Seal of the State of California to be
affixed this 10th day of October, 1999.

A handwritten signature in black ink that reads "Gray Davis". The signature is written in a cursive, flowing style.

Governor of California

CALIFORNIA WORKFORCE INVESTMENT BOARD BYLAWS

Governor Gray Davis through Executive Order (D-9-99) established the California Workforce Investment Board, hereinafter referred to as the State Board.

ARTICLE 1: NAME

The Workforce Investment Act of 1998 requires that each State have a State Board.

ARTICLE II: PURPOSE

The purpose of the State Board is to encourage innovation in providing employment and training services, negotiate performance measures at the local and federal level, and develop and maintain a market-driven training system.

ARTICLE III: STATE BOARD MEMBERSHIP

Section 1 – Appointments

The members of the State Board are appointed by the Governor in conformity with Section III of the WIA.

Section 2 – Composition

The composition of the State Board shall be in conformity with the WIA. Two members are appointed by the Senate President Pro Tem and the Speaker of the Assembly appoints the other two Legislative members. The Governor may add additional members to those required by the WIA.

Section 3 – Designees

Section 7.5 of the California Government Code allows a Director of a State Department or an Agency Secretary who is made a member of a state body to designate a deputy director of that Department or Agency, exempt from state civil service, to act in the Director's place. Each Department Director or Agency Secretary may have a designee; however, only one State Department designee may vote at any one meeting. If more than one designee is present for a meeting, the State Board Chair will select which designee can participate in voting for that meeting. That Department Director or Agency Secretary must notify the Chair of the State Board in writing of the name and title of his/her designee prior to the designee's participation on the State Board.

Section 7.6 of the California Government Code allows Constitutional Officers to appoint a designee. A designee for a Constitutional Officer must be a deputy who is exempt from state civil service. In addition, the California Constitution Article 9, Section 2.1 requires that the State Superintendent of Public Instruction designee be an individual from one of the following offices which are exempt from state civil service: the Deputy Superintendent of Public Instruction or one of the three Associate Superintendents of Public Instruction. The Constitutional Officer must

notify the Chair of the State Board in writing of the name and title of the designee prior to the designee's participation on the State Board.

Section 4 – Alternates and Proxies

Under no circumstances shall the State Board permit absentee or proxy voting at any of its proceedings.

Section 5 – Conflict of Interest

Members of the State Board will be subject to a comprehensive body of state law governing conflict of interest. (Gov. Code §§ 81000-91014). Pursuant to State and federal law, the State Board will adopt and promulgate a Conflict of Interest Code. The State Board members, including designees, will be required to file a statement of economic interests with the Fair Political Practices Commission and provide a copy to staff of the State Board. The statements of economic interests are governed by State law and will indicate the specific kinds of financial information members of the State Board will have to disclose.

Section 6 – Resignation

A member may resign from the State Board by sending a written notice, which includes the effective date of resignation, to the Governor. The member must also send a copy of that written notice to the State Board Chair.

ARTICLE IV: STATE BOARD OFFICERS

The State Board shall have two officers. They are the State Board Chair and State Board Vice-Chair. Both of these positions shall be appointed by the Governor and shall be of indeterminate length.

The Chair shall be a member of the private sector. The Chair shall call and preside at all State Board meetings and perform other duties as required. The Vice-Chair shall act as Chair in the Chair's absence and perform other duties as required.

ARTICLE V: COMMITTEES

The State Board will operate with a committee structure.

Standing committees are constituted to perform continuing functions and are permanent committees of the State Board. A standing committee may be composed exclusively of State Board members, e.g., the Executive Committee, or may be composed of State Board members and individuals who are not members of the State Board. Standing committees are established or discontinued through amendments to the bylaws. Unless otherwise specified in the description of the committees adopted as part of these Bylaws, the State Board Chair, in consultation with the Executive Director of the State Board, shall designate the chair, vice-chair and members of each standing committee no later than June 30 of each year. The

committee chair shall be the presiding officer at all committee meetings. The committee vice-chair shall assume the duties of the committee chair in the committee chair's absence.

Special committees are appointed, as the need arises, to carry out specified tasks. A special committee includes members other than State Board members, e.g. the Performance-Based Accountability Committee. Special committees may be established by the State Board Chair. Unless otherwise specified in the description of the committees adopted as part of these Bylaws, the State Board Chair, in consultation with the Executive Director of the State Board, shall designate the chair, vice-chair and members of each special committee. The committee chair shall be the presiding officer at all committee meetings. The committee vice-chair shall assume the duties of the committee chair in the committee chair's absence.

Committee Structure

Executive Committee The Executive Committee will be led by the Board chair. It will consist of nine members and determine the committees responsible for State Board assignments, review other committees' work plans, coordinate the committees' work, and hear reports on their progress. The Committee will also assist in other aspects of State Board management and perform special assignments.

Operations Committee. The Operations Committee will provide a forum for discussion among the State agencies that have roles in development of workforce policy, and aim to have Board recommendations and decisions implemented in their agencies and systems.

Performance-Based Accountability Committee. The Performance-Based Accountability Committee will develop policies to implement a comprehensive performance-based accountability system that uses objective data to evaluate California's workforce development system and direct its continuous improvement.

Economic Analysis, Planning and Systems Development Committee This committee will investigate California's rapidly changing industry and occupational structure, evaluate those industries that are in the forefront of California's economic growth and assess their workforce needs. Its work will be geared towards "customers" being trained for jobs that will provide long-term career paths. Among other things, this committee will work in assisting the Governor in developing a statewide employment statistics program. It will also facilitate research into emerging economic trends, provide guidance and technical assistance to local workforce development areas, and focus on developing policies for long term service delivery including the elaboration of Individual Training Accounts, an Eligible Training Provider List and One-Stop Operators.

There will be three subcommittees with one focussing on the study of emerging economic sectors; another working on development of integrated information and

service delivery; and a third responsible for local workforce investment, youth, and special needs issues.

ARTICLE VI: MEETINGS

Section 1 – Board Meetings

The State Board will meet at least twice per year and in such locations as will facilitate the work of the State Board. The meetings will be open and accessible to the public and will be publicly announced. Agendas, minutes of the previous meeting and available supporting materials for State Board meetings will be mailed to the members at least ten days prior to the meeting.

Section 2 – Board Quorum

A quorum is defined as a majority of the members appointed to the State Board. If a quorum is not present, however, the members in attendance may continue to meet for the purpose of discussing, including taking public testimony on agenda items.

ARTICLE VI: CLOSED MEETINGS

A closed session of the State Board may be called to discuss personnel issues, pending litigation, or any other matters appropriate for a closed meeting under Government Code Section 11126. The State Board Chair may call for a closed meeting, or a closed meeting may be called by any member, with a majority vote.

ARTICLE VIII: PARLIAMENTARY AUTHORITY

Robert's Rules of Order shall govern the State Board in all cases in which they are applicable and in which they are not inconsistent with these Bylaws, any special rules of order the Board may adopt, or any applicable State and federal laws and regulations.

ARTICLE IX: CHANGES IN BY-LAWS

These Bylaws may be amended or replaced and new Bylaws adopted by the approval of a majority vote by those members voting at a Board meeting with a quorum present, provided that the amendment is not in conflict with any State and federal laws and regulations and had been noticed in writing to all State Board members 30 days in advance of any proposed action by the State Board.

STATE BOARD MEMBER ROSTER**Constitutional Officer**

The Honorable Gray Davis
Governor of California

Private Sector Representatives

Barbara Beck
Senior Vice-President of Human
Resources, Cisco Systems

Charles Bertucio
Assistant Vice-President of Marketing
Ulico Insurance Group

Norris Bishton
CEO
NOARUS Auto Group

Bill Blase
President, Pacific Bell

Les Breckenridge
President, Hermitage Health Care

Robert Carpenter
President, LCK Insurance Agency

Doreen Chiu
President, ATG, Inc.

Dave Condit
Vice-President, Governmental Affairs,
AT&T

James Crettol
President, Crettol Farms

Mary Edington
President, Goodwill Industries of
San Francisco

Tom Ellick
Retired Vice-President of Public Affairs
Aerojet General Corporation

Carlene Ellis
Director and Vice-President of
Education, Intel Corporation

Chris Essel
Senior Vice-President of Public Affairs
Paramount Pictures

Bob Foster
Senior Vice-President of Public Affairs
Edison International

Victor Franco
Manager of Community Affairs
Miller Brewing Company

Libby Freeman
Manager, Center of Learning, IBM

Larry Gotlieb
Vice-President of Public Affairs
Kaufman and Broad

Scott Hauge
President, CAL Insurance Association

Mary Haywood
Staffing Manager, U.S. Operations
Hewlett-Packard

Van Johnson
President and CEO, Sutter Health

Sukhee Kang
President, Stride Rite Stores

Marsha Kwalwasser
Director of Government Relations
Northrop-Grumman

Laura Lauder
Lauder Partners

STATE BOARD MEMBER ROSTER

Robert Levy
President
Enviro Communications, Inc.

Kirk Lindsey
President, Brite Transportation Systems

Thomas May
President and CEO, Far West Division
Columbia/HCA Health Care Corporation

Richard Mendlen
Director, Facility Operations
Kennon S. Shea and Associates

Kathleen Milnes
Senior Vice-President, Entertainment
Industry Development Corporation

Elvin Moon
President and CEO, E.W. Moon Inc.

Frank Moran
President and CEO, Team One Staffing

Bill Noce
President and CEO
Children's Hospital, Los Angeles

Bill Pauli
President, California Farm Bureau

Frank Quintero, Sr.
Director, Alliance for Education

Roland Rapp
Managing Partner
Rapp, Kiepen and Harman

Elizabeth Tyler
Principal Attorney
Elizabeth Plott Tyler and Associates

John Williams
President and CEO, Catholic Health
Care West, Bay Area Region

Thomas Zenty
Senior Vice-President of Clinical
Care Services
Cedars-Sinai Medical Center

**Local Elected Official
Representatives**

Miguel A. Pulido
Mayor, City of Santa Ana

Pat Paul
Supervisor
Stanislaus County

Labor Representatives

Bob Balgenorth
President
State Building and Construction Trades
Council of California

Kenneth Burt
Political Director
California Federation of Teachers

Jerry Butkiewicz
Secretary/Treasurer
San Diego-Imperial Counties Labor
Council

Don Hunsucker
President and CEO
United Food and Commercial
Workers Union

James Kellogg
International Representative
United Plumbers and Pipefitters

Jack McNally
Business Manager
IBEW, Local 1245

STATE BOARD MEMBER ROSTER

Art Pulaski
Executive Secretary/Treasurer
California Labor Federation, AFL-CIO

Don Whitaker
Grand Lodge Representative
International Associate of Machinists
and Aerospace Workers

Job Corps Representative

Ann Savage
Director of Fund Development
Los Angeles Conservation Corps

Migrant and Seasonal Worker Representative

Arturo Rodriguez
President, United Farm Workers of
America, AFL-CIO

Veterans Programs Representative

Robert Pike
Senior Satellite Controller
PanAM Satellite Corporation

Native American Programs Representative

Mark Macarro
Chair
Pechanga Band of Luiseno Indians

Youth Opportunity Grants Representative

Isiah Turner
City Manager, City of Richmond

Youth Activities Representatives

Reverend Cecil Murray
First AME Church

Bishop Charles Blake
West Angeles Church of God in Christ

Apprenticeship Program Representative

Steve Smith, Director
Department of Industrial Relations

Legislative Representatives

The Honorable Dion Aroner
Member of the Assembly

The Honorable Darrell Steinberg
Member of the Assembly
(Designee: Will Gonzalez)

The Honorable Patrick Johnston
Member of the Senate

The Honorable Hilda Solis
Member of the Senate

State Partner Representatives

Grantland Johnson
Secretary
Health and Human Services Agency

Maria Contreras-Sweet
Secretary
Business, Transportation and Housing
Agency

Tom Nussbaum
Chancellor
California Community Colleges

The Honorable Delaine Eastin
State Superintendent of Public
Instruction

COMPENDIUM OF ONE-STOP PRODUCTS

Memoranda of Understanding (MOU) templates, 1999

- These were developed to serve as useful templates to One-Stop partners entering into MOUs with their Local Boards.
 - Template A is a “bare-bones” template, which focuses on the MOU provisions outlined in the WIA.
 - Template B is very comprehensive, and in addition to the required WIA elements, includes extensive additional information that local areas may want to include in their own MOUs.

Serving Employer Customers through California’s One-Stop Career Center System, 1998

- This report provides a framework for One-Stop employer services and identifies various “common themes” for maximizing employer participation in One-Stops, and presents specific actions designed to affirm the key role of the employer customer under the WIA.

Serving Individuals with Special Needs, 1997

- This report presents guidelines for proving information environments that are accessible by individuals with special needs.

Common Intake and Case Management, 1997

- This intent of this report was to ensure that One-Stop Common Intake and Case Management systems would have a statewide level of consistency and a potential for sharing information.

Principles for One-Stop Information and Training (POSIT), 1997

- POSIT was developed as a pilot project to provide suggestions and advice to electronic One-Stop system managers and staff who need to know more about a range of usability issues – from ergonomics and screen design to readability and access for persons with disabilities.

Initial Analysis of Technical Trends and Usability Issues, 1996

- This report includes an analysis of the technical trends that will establish the probable context for customer services and products provided by an Electronic One-Stop infrastructure. The report also includes an analysis of what One-Stop personnel and customers will need to know to make effective use of labor market information.

Recommended Front-Line Staff Competencies for One-Stop Centers’ Staff, 1996

- This report recommended a list of competencies for One-Stop front-line staff. These were intended to serve as the basis for a voluntary system of competency-building in California One-Stop Centers. These competencies were considered in the development of a Workforce Development Certificate program currently being offered through California State University Sacramento.

These products may be requested through the California Office of Workforce Investment, (916) 654-9995 or mail@calwia.org.

DESIGNATED LOCAL WORKFORCE INVESTMENT AREAS

Automatic Designation

Alameda County

Local Area: Alameda County, excluding the City of Oakland

Chief Elected Official: President, Alameda County Board of Supervisors

Contra Costa County

Local Area: Contra Costa County, excluding the City of Richmond

Chief Elected Official: Chair, Contra Costa County Board of Supervisors

Fresno County

Local Area: Fresno County

Chief Elected Official: Chair, Fresno County Board of Supervisors

Kern, Inyo, and Mono Consortium

Local Area: Kern, Inyo and Mono Counties

Chief Elected Official: Chair (Joint Powers Agreement), Kern County Board of Supervisors

City of Los Angeles

Local Area: City of Los Angeles

Chief Elected Official: Mayor

Los Angeles County

Local Area: The unincorporated areas of Los Angeles County, excluding the City of Signal Hill

Chief Elected Official: Chair, Los Angeles County Board of Supervisors

Orange County

Local Area: Orange County, excluding the Cities of Anaheim and Santa Ana.

Chief Elected Official: Chair, Orange County Board of Supervisors

Riverside County

Local Area: Riverside County

Chief Elected Official: Chair, Riverside County Board of Supervisors

Sacramento County/City

Local Area: County and City of Sacramento

Chief Elected Official: Chair (Joint Powers Agreement), Sacramento Employment and Training Agency Governing Board

San Bernardino County

Local Area: San Bernardino County, excluding the City of San Bernardino

Chief Elected Official: Second District County Board of Supervisors

San Diego County/City

Local Area: San Diego County

Chief Elected Official: Councilmember (Joint Powers Agreement), Consortium Policy Board Chair

San Francisco County/City

Local Area: City/County of San Francisco

Chief Elected Official: Mayor

San Joaquin County

Local Area: San Joaquin County

Chief Elected Official: Chair, San Joaquin County Board of Supervisors

City of San Jose/ Silicon Valley Workforce Investment Area

Local Area: City of San Jose and the balance of Santa Clara County not served by NOVA.

Chief Elected Official: Mayor of San Jose

San Mateo County

Local Area: San Mateo County

Chief Elected Official: President, San Mateo County Board of Supervisors

Ventura County

Local Area: Ventura County

Chief Elected Official: Chair, Ventura County Board of Supervisors

DESIGNATED LOCAL WORKFORCE INVESTMENT AREAS

Temporary and Subsequent Designation**City of Anaheim**Local Area: City of AnaheimChief Elected Official: Mayor**Carson, Lomita, Torrance Consortium**Local Area: Cities of Carson, Lomita, and TorranceChief Elected Official: Mayor of Torrance (Joint Powers Agreement)**Foothill Consortium**Local Area: Cities of Arcadia, Duarte, Monrovia, Pasadena, Sierra Madre, and South PasadenaChief Elected Official: Chair (Joint Powers Agreement), Foothill Policy Board**Golden Sierra Consortium**Local Area: Alpine, El Dorado, Nevada, Placer, and Sierra CountiesChief Elected Official: Chair (Joint Powers Agreement), Alpine County Board of Supervisors**Marin County**Local Area: Marin CountyChief Elected Official: President, Marin County Board of Supervisors**Merced County**Local Area: Merced CountyChief Elected Official: Chair, Merced County Board of Supervisors**Monterey County**Local Area: Monterey CountyChief Elected Official: Chair, Monterey County Board of Supervisors**North Central Counties Consortium (NCCC)**Local Area: Colusa, Glenn, Lake, Yuba, and Sutter countiesChief Elected Official: Chair (Joint Powers Agreement), NCCC governing board**North Valley Job Training Consortium (NOVA)**Local Area: Cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and SunnyvaleChief Elected Official: Mayor of Sunnyvale (Joint Powers agreement designating the Sunnyvale City Council as the Governing Board)**City of Oakland**Local Area: City of OaklandChief Elected Official: Mayor**San Luis Obispo**Local Area: San Luis Obispo CountyChief Elected Official: Chair, San Luis Obispo County Board of Supervisors**City of Santa Ana**Local Area: City of Santa AnaChief Elected Official: Mayor**Santa Barbara County**Local Area: Santa Barbara CountyChief Elected Official: Chair, Santa Barbara County Board of Supervisors**Santa Cruz County**Local Area: Santa Cruz CountyChief Elected Official: Chair, Santa Cruz County Board of Supervisors

DESIGNATED LOCAL WORKFORCE INVESTMENT AREAS

Temporary and Subsequent Designation

South Bay Consortium

Local Area: Cities of El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Manhattan Beach, Redondo Beach

Chief Elected Official: Mayor of Inglewood (Joint Powers Agreement)

Solano County

Local Area: Solano County

Chief Elected Official: Chair, Solano County Board of Supervisors

Sonoma County

Local Area: Sonoma County

Chief Elected Official: Chair, Sonoma Board of Supervisors

South East Los Angeles County (SELACO) Consortium

Local Area: Cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk

Chief Elected Official: Chair (Joint Powers Agreement), SELACO Policy Board

Stanislaus County

Local Area: Stanislaus County

Chief Elected Official: Chair, Stanislaus County Board of Supervisors

Tulare County

Local Area: Tulare County

Chief Elected Official: Chair, Tulare County Board of Supervisors

Verdugo Consortium

Local Area: Cities of Glendale, Burbank, and LaCanada-Flintridge

Chief Elected Official: Mayor of Glendale (Joint Powers Agreement)

DESIGNATED LOCAL WORKFORCE INVESTMENT AREAS

Designation on Recommendation of the State Board**Humboldt County**

Local Area: Humboldt County

Chief Elected Official: Chair, Humboldt County Board of Supervisors

Imperial County

Local Area: Imperial County

Chief Elected Official: Chair, Imperial County Board of Supervisors

Kings County

Local Area: Kings County

Chief Elected Official: Chair, Kings County Board of Supervisors

City of Long Beach

Local Area: Cities of Long Beach and Signal Hill

Chief Elected Official: Mayor of Long Beach (Joint Powers Agreement)

Madera County

Local Area: Madera County

Chief Elected Official: Chair, Madera County Board of Supervisors

Mendocino County

Local Area: Mendocino County

Chief Elected Official: Chair, Mendocino County Board of Supervisors

Mother Lode Consortium

Local Area: Amador, Calaveras, Tuolumne, and Mariposa counties

Chief Elected Official: Chair (Joint Powers Agreement), Board of Directors

Napa County

Local Area: Napa County

Chief Elected Official: Chair, Napa County Board of Supervisors

Northern Rural Training and Employment Consortium (NoRTEC)

Local Area: Butte, Del Norte, Lassen, Modoc, Plumas, Siskiyou, Tehama, and Trinity counties

Chief Elected Official: Chair (Joint Powers Agreement), NoRTEC

City of Richmond

Local Area: City of Richmond

Chief Elected Official: Mayor

San Benito County

Local Area: San Benito County

Chief Elected Official: Chair, San Benito County Board of Supervisors

City of San Bernardino

Local Area: City of San Bernardino

Chief Elected Official: Mayor

Shasta County

Local Area: Shasta County

Chief Elected Official: Chair, Shasta County Board of Supervisors

Yolo County

Local Area: Yolo County

Chief Elected Official: Chair, Yolo County Board of Supervisors



State of California Workforce Investment Act of 1998 Local Area Designation Application

Purpose:

To provide chief elected officials with the application and procedures for submission of local area designation requests as required for implementation of the federal Workforce Investment Act (WIA) of 1998.

Reference:

The Workforce Investment Act of 1998, Chapter 2 – Local Provisions, Section 116. Local Workforce Investment Areas.

Effective Date:

Upon its release, this procedure is in effect for initial local workforce investment area designations.

Background:

The Workforce Investment Act of 1998 requires the Governor to designate local workforce investment areas within the State in consultation with the State Workforce Investment Board, after consultation with the chief elected officials, and after considering comments from the general public. In designating local areas, the Governor shall consider the following factors:

- Geographic areas served by local educational agencies and intermediate educational agencies.
- Geographic areas served by post-secondary educational institutions and area vocational education schools, such as Regional Occupational Centers and Programs.
- The extent to which such local areas are consistent with labor market areas.
- The distance that individuals will need to travel to receive services provided in such local areas.
- The resources of such local areas that are available to effectively administer the activities carried out under Title I of the WIA.

Section 116 of the Act provides for three types of designation: (1) automatic designation, (2) temporary and subsequent designation, and (3) designation on

Recommendation of the State Board. The Governor shall approve requests for automatic and temporary designation submitted by chief elected officials, provided the area under consideration meets the applicable eligibility criteria. Under the third designation, the Governor may choose to approve such requests from chief elected officials on Recommendation of the State Board.

The requirements for each local area designation category are as follows:

1. Automatic Designation

The Governor **shall** approve any request for designation as a local area from:

Any unit of general local government, including a combination of such units, with a population of 500,000 or more based on the California State Department of Finance City/County Official Population Estimates for 1999 (see Attachment I for more information).¹

2. Temporary and Subsequent Designation

The Governor **shall** approve any request for temporary designation as a local area from any unit of general local government, including a combination of such units, with a population of 200,000 or more (California State Department of Finance City/County Official Population Estimates for 1999)¹ that currently exists as a Service Delivery Area or Areas (SDA[s]) under the Job Training Partnership Act (JTPA) if the Governor determines that the area has:

- A. Performed successfully, in each of the last two years prior to the request for which data are available, JTPA Performance Standard Outcomes for Program Years 1996 (July 1, 1996-June 30, 1997) and 1997 (July 1, 1997-June 30, 1998) in the delivery of services to participants under Part A of Title II and Title III of the JTPA.

Performed successfully means that the prospective area(s) met or exceeded the performance standards for activities administered in the area(s) that are established by the Secretary of the U.S. Department of Labor (DOL) for each year as related to:

- Job retention and earnings, with respect to the welfare and adult population activities carried out under Part A of Title II under the JTPA.

¹ State of California, Department of Finance, *City/County Population Estimates, with Annual Percent Change, January 1, 1998 and 1999, Sacramento, California, May 1999*. The complete report is available on the Internet (www.dof.ca.gov/html/Demograp/e-1text.htm).

- Entry into employment, with respect to activities carried out under Title III of the JTPA.

Note: Applications under this category may be submitted up to the date of submission of the State's initial WIA Plan. Those prospective areas that fulfill the population criterion but fail **more than one** of the applicable performance standards in either Program Year 1996 (July 1, 1996-June 30, 1997) or Program Year 1997 (July 1, 1997-June 30, 1998) would only be eligible to apply for designation under category 3, Recommendation of the State Board and Approval of the Governor. The JTPA Performance Standard Outcomes data that will be used to make this determination is included as Attachment II.

- B. Sustained the fiscal integrity of the funds used by the area to carry out activities under such part and title.

Sustained fiscal integrity, used with respect to the funds used by an SDA or local area, means the Secretary of the U.S. Department of Labor has not made a final determination during any of the last three years for which data are available (Program Years 1995, 1996, and 1997) prior to the date of designation request involved, that either the grant recipient or the administrative entity of the area misexpended the funds due to willful disregard of the requirements of JTPA involved, gross negligence, or failure to observe accepted standards of administration.

Duration and Subsequent Designation

Temporary designation shall be for a period of not more than two years, after which the designation shall be extended, if requested, until the end of the period covered by the State Plan if the Governor determines that, during the temporary designation period, the area substantially met (as defined by the State Board) the local performance measures for the local area and sustained the fiscal integrity of the funds used by the area to carry out activities under title I of the WIA.

3. Designation on Recommendation of State Board and Approval of Governor

Designation under this category is at the Governor's discretion. The Governor **may** approve a request for local area designation if the State Board, taking into account the general considerations previously outlined, recommends to the Governor that such area should be so designated from applications submitted by:

- Any unit of general local government, including a combination of such units, with a population of less than 200,000, **or**

- Any unit of general local government, including a combination of such units, not meeting the “successful performance” or “fiscal integrity” requirements defined above, **regardless of population.**

Information on Applying under State Board Recommendation and Approval of the Governor

Local Areas requesting designation under this category must at a minimum address the following as related to the proposed area:

- a. Geographic area served by local educational agencies and intermediate educational agencies.
- b. Geographic area served by post-secondary educational institutions and area vocational education schools, such as Regional Occupational Centers and Programs.
- c. The extent to which the proposed area is consistent with local labor market area(s).
- d. The distance individuals will need to travel to receive services provided in proposed local areas.
- e. Identify resources and plans to effectively administer the activities described in Title I, Subtitle B, of the WIA including:
 - 1) Resources available to support WIA Title I, Subtitle B, activities **beyond** the ten (10) percent allowed for administrative expenditures allotted to local areas.
 - 2) The local area plans to adhere to the restriction on the local board not directly providing core, intensive, and training services, or being certified as a One-Stop Operator. If your plans include requesting a waiver or the necessary approvals to perform these functions, you will need to outline the basis for making either request.
- f. Any endorsements or opposing statements to this application from WIA required partners or other interested parties.
- g. Other information the applicant would like the State Board to consider.

Duration

Duration is at the recommendation of the State Board and the discretion of the Governor. Initial designation shall be for a period of not more than two years.

Regional Planning and Cooperation

Once established, the State Board may consider applying additional criteria to this category to include State specific findings related to fiscal integrity and regionalization. The Board may require local boards within a ***designated region*** to participate in a regional planning process that results in regional performance measures for workforce investment activities under WIA Title I. The term *designated region* means a combination of local areas that are partly or completely in a single labor market area, economic development region, or other appropriate contiguous sub-areas of a State that is designated by the State. Regions that meet or exceed the regional performance measures may receive regional incentive grants from the State.

Additionally, the State may require information sharing among local areas to improve their performance in the designated region on local performance measures and to coordinate programs and activities under WIA Title I. The State may also require regional coordination in service delivery.

Appeal Process

As noted earlier, designations under the “Recommendation of the State Board” category are at the discretion of the Governor and, as a result, cannot be appealed. The Workforce Investment Act and its Interim Final Rule require an appeal process to be established in the State Plan only to address requests denied for automatic or temporary designation. The State intends to have a process in place for these types of appeals prior to final designation.

If a decision on the appeal is not rendered in a timely manner or if the appeal to the State Board does not result in designation, the entity may request review by the Secretary of Labor. The Secretary may require that the area be designated as a Workforce Investment Area if the Secretary determines that the entity was not accorded procedural rights under the State appeals process, or the area meets the automatic designation requirements at WIA sec. 116(a)(2) or the temporary and subsequent designation requirements at WIA sec. 116 (a)(3), as appropriate.



**State of California
Workforce Investment Act of 1998
Application for Local Area Designation**

Applicant Information

1. Chief Elected Official

Name:

Title:

Name of Local Governmental Unit:

Address:

Phone Number/FAX Number:

2. Administrative Contact

Name:

Title:

Organization:

Address:

Phone Number/FAX Number:

E-mail Address:

3. Proposed Local Area and Contact Information

a. Identify the proposed local area

b. Contact name, title, phone number, fax and e-mail

4. For combination of units, identify your governance structure (e.g. Joint Powers Agreement)

5. Population Total for Proposed Area - from State of California, Department of Finance, *City/County Population Estimates, with Annual Percent Change, January 1, 1998 and 1999, Sacramento, California, May 1999.*

6. Category Under Which Designation is Being Requested:

Please check one of the boxes below:

☐

Automatic (proceed to #9)

Any unit of general local government, including a combination of such units, with a population of 500,000 or more.

☐

Temporary and Subsequent Designation (proceed to #7)

Any unit of general local government, including a combination of such units, based on existing SDA(s) with a population of 200,000 or more, and meeting the performance and fiscal integrity requirements.

☐

State Board Recommendation and Governor Approval (proceed to #8)

7. For Temporary and Subsequent Designation

Local areas requesting designation under this category must satisfy the following requirements:

- Met or exceeded performance standards for Program Years 1996 and 1997 as they relate to the delivery of services to participants under part A of Title II and Title III of the JTPA.
- Sustained financial integrity for the last 3 years for which data are available (Program Years 1995, 1996, and 1997).

NOTE: The signature of the chief elected official on this application certifies that the SDA has met the performance and fiscal integrity requirements for this category. Compliance with these requirements will be independently verified by the State prior to designation under this category.

8. For State Board Recommendation and Governor's Approval Only

Local Areas requesting designation under this category must provide information on the following:

- a. Geographic area served by local educational agencies and intermediate educational agencies.
- b. Geographic area served by post-secondary educational institutions and area vocational education schools, such as Regional Occupational Centers and Programs.
- c. The extent to which the proposed local area is consistent with labor market areas.
- d. The distance individuals will need to travel to receive services provided in the proposed local area.
- f. Identify resources and plans to effectively administer the activities discussed in Title I, Subtitle B, of the WIA including:
 - 3) Resources available to support WIA Title I, Subtitle B, activities **beyond** the ten (10) percent allowed for administrative expenditures allotted to local areas.
 - 4) The local area plans to adhere to the restriction on the local board not directly providing core, intensive, and training services, or being certified as a One-Stop Operator. If your plans include requesting a waiver or the necessary approvals to perform these functions, you will need to outline the basis for making either request.
- f. Any endorsements or opposing statements to this application from WIA required partners or other interested parties.
- g. Other information the applicant would like the State Board to consider.

9. Signature of Chief Elected Official

Signature

Date

Printed Name and Title

Please submit the completed application by September 7, 1999 to:

Jose Luis Marquez
Office of Workforce Investment
722 Capitol Mall, MIC 45
Sacramento, CA 95814

JTPA Performance Standard Outcomes for Program Years 1996-97

SDA	PY	Adult Follow-up Employ Rate	Adult Follow-up Wkly Earn	Welfare Follow-up Emp Rate	Welfare Follow-up Wkly Earn	Entered Employ Rate
ALAMEDA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
ANAHEIM	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
BUTTE	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
CAR/LOM/TORR (Carson/Lomita/Torrance)	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
CONTRA COSTA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
FOOTHILL	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
FRESNO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
GOLDEN SIERRA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
HUMBOLDT	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
IMPERIAL	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
KERN/INYO/MONO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
KINGS	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
LA CITY	96-97	EXCEED	FAIL	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
LA COUNTY	96-97	EXCEED	FAIL	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
LONG BEACH	96-97	FAIL	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
MADERA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
MARIN	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
MENDOCINO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED

JTPA Performance Standard Outcomes for Program Years 1996-97

SDA	PY	Adult Follow-up Employ Rate	Adult Follow-up Wkly Earn	Welfare Follow-up Emp Rate	Welfare Follow-up Wkly Earn	Entered Employ Rate
MERCED	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
MONTEREY	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
MOTHER LODGE	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
NAPA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
NORTEC	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
NORTH CENTRAL	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
NOVA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
OAKLAND	96-97	EXCEED	EXCEED	FAIL	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
ORANGE	96-97	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
RICHMOND	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	FAIL	EXCEED	EXCEED	EXCEED	EXCEED
RIVERSIDE	96-97	EXCEED	FAIL	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SACRAMENTO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN BENITO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN BERN CITY	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
SAN BERN CO.	96-97	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN DIEGO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN FRANCISCO	96-97	FAIL	FAIL	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED

JTPA Performance Standard Outcomes for Program Years 1996-97

SDA	PY	Adult Follow-up Employ Rate	Adult Follow-up Wkly Earn	Welfare Follow-up Emp Rate	Welfare Follow-up Wkly Earn	Entered Employ Rate
SAN JOAQUIN	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN LUIS OBISPO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SAN MATEO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SANTA ANA	96-97	EXCEED	EXCEED	FAIL	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SANTA BARBARA	96-97	FAIL	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	FAIL	EXCEED	EXCEED	EXCEED	EXCEED
SANTA CLARA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SANTA CRUZ	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SELACO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	FAIL	EXCEED	EXCEED	EXCEED
SHASTA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SOLANO	96-97	FAIL	EXCEED	FAIL	EXCEED	FAIL
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SONOMA	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
SOUTHBAY	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
STANISLAUS	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
TULARE	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
VENTURA	96-97	EXCEED	FAIL	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
VERDUGO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
YOLO	96-97	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED
	97-98	EXCEED	EXCEED	EXCEED	EXCEED	EXCEED

Local Area Designation Application Please refer to:

<http://www.dof.ca.gov/html/demograp/e-1text.htm>

PRELIMINARY POLICY AND PROCEDURES
Workforce Investment Act
Eligible Training Provider List

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PRELIMINARY POLICY AND PROCEDURES
Workforce Investment Act
Eligible Training Provider List

I. PURPOSE

These procedures govern the operation of the statewide Eligible Training Provider List (ETPL) in California. They address activities by State government, Local Workforce Investment Boards (Local Boards) and their One-Stop centers, and those training providers who wish to offer services to certain individuals whose training is funded under the Workforce Investment Act (WIA).

WIA emphasizes the goals of informed customer choice, performance accountability, and continuous improvement. One of the primary means that WIA employs to achieve these goals is the ETPL. The State is to develop and operate the ETPL in partnership with Local Boards to gather and display useful information on training providers, their services, and the quality of their programs. Only providers and programs that meet specified quality criteria will be listed on the ETPL and will be eligible to receive Individual Training Account (ITA) funding through WIA.

A One-Stop center may issue an ITA to an adult to fund training after it has determined that core and intensive services are insufficient for that customer's needs. The individual can then compare the offerings on the ETPL and, with the advice of One-Stop staff, select the best training program.

In this way, the ETPL helps to inform customer choice, but it also supports increased performance accountability. Under WIA, Local Boards must periodically meet performance levels that they have negotiated with the State. The performance of the training providers is critical to Local Board performance. The performance information displayed on the ETPL will greatly aid each Local Board in determining how providers are contributing to the Local Board's overall performance.

The ETPL will also be a useful tool for the continuous improvement of the services offered by providers. Not only will ETPL performance information help managers by giving them feedback on which programs are successful, the ETPL will inform the programs' customers. This informed customer choice will tend to make providers more focused on their customers' success, which will spur them to improve their programs.

II. BACKGROUND

A. WIA Requirements.

1. The Governor must set procedures for the ETPL. [WIA Sec. 122(b)(2) and 122(c)(1)].
2. To remain subsequently eligible, providers must submit performance and cost information and annually meet performance levels on specified performance measures as demonstrated using quarterly wage records. The minimum performance levels are established by the Governor, but Local Boards may require higher levels on the specified performance measures, or Local Boards may require additional measures and corresponding levels. [WIA Sec. 122(c)(5) and (d)(1)].
3. Local Boards accept applications from training providers for listing, determine if the applicant meets State and Local Boards criteria for listing, and forward to the State information on those providers who meet State and Local Board criteria. [WIA Sec. 122(e)(1), (2), and (3)].
4. The State will accept the information forwarded by Local Boards on training providers, verify the information, compile a single state list (the ETPL), and disseminate the ETPL with performance and cost information to the One-Stop delivery system. [WIA Sec. 122(e)(4)(A)].
5. Holders of Individual Training Accounts (ITA) shall have the opportunity to select any of the eligible providers on the ETPL. [WIA Sec. 122(e)(4)(B)].

B. State Approach and Goals.

1. Minimize State policy and data requirements consistent with presenting sufficient, accurate, current, understandable, and comparable information to support the WIA goal of enhanced customer choice.
2. Encourage and support a marketplace for training seekers and providers that is based on objective information and individual choice.
3. Enhance selection opportunities for individuals by making it attractive for training providers to list their programs on the ETPL.
4. Provide incentive and information to aid training providers to continuously improve the quality of their programs.

5. Implement the ETPL system as the first stage of California's Consumer Reports System (CRS); which, when implemented, will seek to list all training providers in California with comparable performance information on each.
6. Provide a fair and efficient appeals process for training providers who have been denied listing on the ETPL.

III. **GENERAL PROVISIONS.**

- A. Initial and Subsequent Procedures. WIA requires two separate procedures, one for programs of training services to be initially listed on the ETPL, and another for programs to remain on the ETPL after providing services for a period of time. [WIA Sec. 122(a)(2) and 122(c)(1)].
- B. Types of Training to Which These Procedures Apply. [WIA Sec. 134(d)(4)(D); 20CFR 663.300]

In order for a provider to receive funds through Individual Training Accounts (ITA), their programs must be listed on the ETPL, and these programs must provide training services, such as:

1. Occupational skills training, including training for non-traditional employment;
2. Programs that combine workplace training with related instruction, which may include cooperative education programs;
3. Training programs operated by the private sector;
4. Skill upgrading and retraining;
5. Entrepreneurial training;
6. Job readiness skills; and
7. Adult education and literacy activities provided in combination with any other training service outlined above.

C. Data Sources.

1. There are five types of data included in the operation of the ETPL:
 - a. Administrative information.
 - b. Provider and program information.
 - c. Performance data.
 - d. Seed data.
 - e. Optional data
2. Administrative Information - These elements are used by either the Local Board or by EDD to identify a provider and process a training provider's application.

Many of the data will not be displayed to participants or other ETPL users. Some of these data are supplied by training providers while others come from Local Boards or the EDD. Data from providers include whether the program is operated under the National Apprenticeship Act and whether the provider is compliant with the Americans with Disabilities Act. Data from Local Boards include a Local Boards identifier and the date the provider's application was received by the Local Board. Data furnished by the State include unique provider and program identification numbers.

3. Provider and Program Information – These elements describe the training provider and its programs and are used primarily to inform participants about their training options. These data are to be supplied by training providers, and include such information as provider name and address, program description and curriculum, and occupations for which the training is relevant.
4. Performance Data – These data describe the performance of a program and may be used to determine if a program is eligible for listing on the ETPL. Some of these data are supplied by providers, including their accreditation status and optional initial performance data. The State actually calculates and supplies the performance measures, such as entered employment rates, based on seed data and quarterly wage records.
5. Seed Data - These are data on individuals that are used to help calculate performance measures for programs' subsequent eligibility for continued listing on the ETPL. These elements are supplied by Local Boards for WIA participants who were issued ITAs and by providers (through Local Boards) for the non-WIA students in programs with those WIA participants. These elements include social security number; demographic information (age, ethnicity, etc.); and whether the individual received a license, certificate, degree, etc.. The State will use seed data to access the quarterly wage records and will then calculate all of the performance measures required for subsequent eligibility.
6. Optional Data - In addition, to the required performance and seed data, providers and Local Boards will be allowed to supply two kinds of optional information: (1) performance outcomes to accompany a program's initial listing on the ETPL and (2) supplemental information on outcomes for individuals who are not found in the quarterly wage records. When submitting an application for initial listing, a provider may include certain performance outcome data elements, such as an entered employment rate (see Attachment A, ETPL Data Element Matrix, for complete listing of optional performance outcome data elements), if they have historical data to support the claim. The data must be available for audit purposes. These performance outcome data will be displayed on the ETPL with a disclaimer indicating that the information was supplied by the provider, not the Local Board or the State.

Local Boards or providers may also supply supplemental performance data on participants and students that are collected by means other than through the quarterly wage records. For example, if a particular program leads to a form of employment that is not reflected in the quarterly wage records, a Local Board or a provider may choose to collect survey data on the program's students' employment outcomes and include this information with their seed data submissions. The State will use this information in those cases where no information can be found in the quarterly wage records. All supplementary data must be available for audit by the State and/or the Local Board.

D. Data Verification Policies and Procedures.

Generally, only Performance Data and Administrative Data useful in establishing the eligibility of a provider will be verified. Both the Local Boards and the EDD will have responsibilities for ensuring that the data maintained for the ETPL system are accurate, complete, and valid.

1. State Responsibilities for Data Verification. [WIA Sec 122(e)(2)].

- a. EDD is responsible for verifying some of the data elements supplied by providers (see verification procedures on Attachment A, ETPL Data Element Matrix).
- b. EDD will use three methods to ensure data validity:
 - (1) Some data elements collected from providers will be verified by subsequent inquiry with an objective data source. For example, whether or not a program is operated under the National Apprenticeship Act can be verified with a State agency, the Division of Apprenticeship Standards. Similarly, school accreditation status can be verified with the accrediting institution.
 - (2) Some data will be verified by monitoring or auditing the records of providers or Local Boards. For example, this method will be used to ensure that providers furnish complete information on non-WIA participants enrolled in programs with WIA participants.
 - (3) Some data elements will be collected or calculated by the State based on data already in the system. These data include performance measures for subsequent eligibility that will be calculated by the Performance-Based Accountability (PBA) system or by EDD based on data supplied by providers and the Local Boards.

2. Local Responsibilities for Data Verification.

- a. Employing whatever methods they deem appropriate, Local Boards must ensure that the data supplied by providers for either initial or subsequent eligibility are complete. In addition, Local Boards are responsible for verifying some of the data elements supplied by providers (see verification procedures on Attachment A, ETPL Data Element Matrix).
- b. In order for providers to have their programs listed with only the Bureau for Private Postsecondary and Vocational Education (BPPVE) registration, Local Boards may make a site visit to verify the data that the provider supplied to BPPVE for registration purposes. See section IV.B.4. for a discussion of the BPPVE WIA registration process.
- c. Local Boards must have agreements with training providers the Local Boards nominate for listing on the ETPL that includes provisions requiring providers to maintain records that are sufficient to support all provider data submissions for ETPL purposes and to make these records available for monitoring or audit by either the Local Board or the State.

E. Dissemination of the ETPL.

1. For changes to the ETPL not requiring verification, EDD will update the ETPL daily. For data elements requiring verification, EDD will make changes as soon as possible within the 30-day period allowed by WIA. Each working day, EDD will make the updated list available to all Local Boards in the State. [WIA Sec. 122(e)(4)(A)].
2. Local Boards are responsible for ensuring that all One-Stop centers in their areas have access to the most recent version of the ETPL and make it available to their customers. [WIA Sec. 122(e)(4)(A)].
3. Within the requirements of the WIA, WIA regulations, and these procedures, Local Boards can employ any means they deem appropriate for disseminating the ETPL to their One-Stop centers.
4. Local Boards must ensure that One-Stop centers in their areas display to their customers all of the “public” data elements on the ETPL system (see Attachment A, ETPL Data Element Matrix). However, a Local Board may display any additional information to their customers that the Local Board considers appropriate. [WIA Sec. 122(e)(4)(B)].

IV. INITIAL ELIGIBILITY POLICY AND PROCEDURES

- A. State WIA Administrative Agency - The Employment Development Department (EDD) is the State WIA administrative agency for the first year of ETPL implementation (through June 30, 2001). [WIA Sec. 122(i)].
- B. Providers Eligible to Apply and Criteria for Initial Listing on ETPL.
 1. Providers who are eligible to receive funds under Higher Education Act of 1965 and whose programs lead to an associate or baccalaureate degree or a certificate must apply to a Local Board by completing an application (see Attachment C, Standard ETPL Application Format for the optional and preferred format) and supply all of the required information, including any required by the Local Board. [WIA Sec. 122(a)(2) and (b)(1)].
 2. Providers that carry out programs in California under the Act of August 16, 1937 (National Apprenticeship Act) and are approved by either the California Apprenticeship Council or the Bureau of Apprenticeship and Training must apply to a Local Board by completing an application (see Attachment C, Standard ETPL Application Format, for the optional and preferred format) and supply all of the required information, including any required by the Local Board. [WIA Sec 122(a)(2) and (b)(1)].
 3. All providers who do not meet the criteria in B.1. or B.2. above must apply to a Local Board by completing an application (see Attachment C, Standard ETPL Application Format for the optional and preferred format) and supply all of the required information, including any required by the Local Board [WIA Sec.122(b)(2)(D)]. In addition, such providers must meet one of the following criteria in order to have their programs listed on the ETPL:
 - a. Accreditation by an institution recognized by the federal Department of Education,
 - b. Approval by the California Department of Education,
 - c. Approval by the Chancellor's Office of the California Community Colleges,
 - d. Approval of the program by BPPVE,
 - e. Special Registration of the program by BPPVE,
 - f. Demonstration of program effectiveness,
 - g. Demonstration of sufficient evidence of employer support for the program and willingness to hire its graduates,
 - h. Designation as an authorized training provider for industry-specific training.
 4. Approval or Registration by BPPVE.

- a. A provider wishing to meet the criteria for initial listing by being either approved or specially registered by BPPVE, must apply to BPPVE and satisfy BPPVE's approval or registration requirements before applying to a Local Board.
- b. When a Local Board receives an application for initial listing on the ETPL that depends on BPPVE registration to be listed, the Local Board is encouraged to visit the site of the applicant's program and verify the registration information supplied to BPPVE before the Local Board nominates the program to EDD. To facilitate this process, Local Boards can obtain from BPPVE a complete set of the registration data that the provider supplied to BPPVE.
- c. Applicants may apply to BPPVE for approval of a program and receive "temporary approval" that requires action by the Local Board before BPPVE will issue the approval. When a Local Board receives an application for initial listing on the ETPL that depends on BPPVE approval for listing but has only "temporary" approval, the Local Board may coordinate with BPPVE to expedite BPPVE's approval of the program before the Local Board nominates the program for listing on the ETPL. If the Local Board chooses not to coordinate with BPPVE, the Local Board must inform the applicant that the program must be approved by BPPVE before the applicant re-submits an application for listing on the ETPL.

5. Local Board Criteria

- a. Local Boards must develop, publish, and make available to applying providers, procedures and criteria explaining how providers can demonstrate a program's effectiveness, employer support, or that the program is authorized to provide industry-specific training.
- b. If an applicant's program depends on its proven effectiveness, employer support, or being authorized to provide industry-specific training in to be listed on the ETPL, the Local Board must apply its published procedures and criteria in determining the program's eligibility. In addition, the Local Board must document the eligibility determination and maintain records of the determination.

C. Procedures for Initial Application for Listing on the ETPL.

1. Application to Local Board.

- a. Each Local Board will determine its procedures for accepting applications from providers [WIA Sec. 122(b)(1)]. At a minimum, these procedures must incorporate all of the data elements shown on Attachment C, Standard ETPL Application Format, to which Local Boards may append their requirements for any additional information they deem necessary [WIA Sec. 122(e)(1)]. If a Local Board wishes to display on the statewide ETPL any data elements that it collects for its own purposes, the Local Board must obtain the approval of the State Board.
- b. Providers must apply to a Local Board in the area where they intend to provide services. Each “program of training services” requires a separate application. [WIA Sec. 122(e)(1)].
- c. “A program of training services” is defined as [20 CFR 663.508]:
 - (1) One or more courses or classes that, upon successful completion, leads to:
 - (a) A certificate, an associate degree, or baccalaureate degree, or
 - (b) A competency or skill recognized by employers, or
 - (2) A training regimen that provides individuals with additional skills or competencies generally recognized by employers.
 - (3) In addition to the above definition, each program of training services is unique based on its:
 - (a) Goals,
 - (b) Geographical location,
 - (c) Curriculum, and
 - (d) Mode of delivery (e.g. classroom, internet, correspondence).

If any of these four factors differ from one program of training services to the next, the program is unique.

- d. For each unique program of training services (program), a provider must apply to a Local Board in order to have that program listed on the ETPL.
- e. Providers headquartered outside of California who do not have training facilities in California but who wish to offer programs to holders of ITAs in California may apply to any Local Board in California to have their programs listed on California’s ETPL. Such programs are eligible for listing on California’s ETPL if the applying provider is eligible to receive funds under the Higher Education Act of 1965 and the program leads to an associate or baccalaureate degree or a certificate, or the program operates under the

National Apprenticeship Act and is approved by the California Apprenticeship Council. A program that is not eligible to receive funds under the Higher Education Act of 1965 or is not operated under the National Apprenticeship Act is eligible to be listed on California's ETPL if it is listed as eligible on the ETPL in another state.

- f. Each Local Board must submit nominations for listing on the ETPL to EDD. [WIA Sec. 122(e)(2)].
- g. As part of its application process, each Local Board must require applicants to explain how they will collect and report the data necessary for subsequent eligibility determination.
- h. The EDD will accept nominations for the ETPL from Local Boards on any working day of the year. These nominations must be in the format to be specified by EDD and be accompanied by all the appropriate required data (see Attachment A, ETPL Data Element Matrix). In addition, EDD will also accept daily any changes to data displayed for providers and programs already listed on the ETPL.
- i. EDD will aggregate the nominations from all Local Boards to produce the ETPL. [WIA Sec. 122(e)(4)].
- j. Each Local Board is responsible for obtaining up-dated information from the providers of programs listed through that Local Board. Local Boards are responsible for informing EDD of any changes to the administrative, provider, or program data elements in order to keep the ETPL information current.
- k. The EDD will update the ETPL daily to incorporate initial listings, de-listings, and changes in administrative, provider, or program data elements for programs already on the ETPL. All additions and changes to the ETPL will be posted as soon as possible. In any case, additions, deletions, and changes will be posted within the required 30-day limit. [20 CFR 663.555(b) and WIA Sec. 122(e)(2)].

D. Application Data Elements/Formats.

1. The ETPL system will be based on a standard set of data elements accumulated on all eligible providers (see Attachment A, ETPL Data Element Matrix). These elements are incorporated into an ETPL Application Format (see Attachment C, Standard ETPL Application Format) that may be used by Local Boards to collect information from training providers who wish to be listed on the ETPL. If Local Boards choose to use a different format, it must incorporate all of the data

elements on the Standard ETPL Application Format. Local Boards can require data elements that are additional to those on the Standard ETPL Application Format as they deem necessary. The actual application form used and method of transmittal from the provider to the Local Board will be a local decision.

2. All Local Board data submissions to the State for ETPL purposes will be in a standard submission format to be specified by EDD and will include file structure and data coding.

V. SUBSEQUENT ELIGIBILITY POLICY AND PROCEDURES

A. Programs Subject to Subsequent Eligibility Determination.

1. All programs that are initially listed on the ETPL must be determined, within 18 months of initial listing and annually thereafter, to be eligible to remain on the ETPL. This determination is called "subsequent eligibility." [WIA Sec. 122(c)(1) and 20 CFR 663.530].
2. When the data for subsequent eligibility determination must be submitted to EDD depends on when a program was initially listed on the ETPL (see Attachment B, ETPL System Timeframes). [20 CFR 663.530].

An Example of Timeframes for Subsequent Eligibility Determination

Data will be required no later than December 31, 2001 for programs first listed in either the third or fourth calendar quarters of 2000 or the first or second quarters of 2001. The data would cover activities from initial listing through June 30, 2001 and include seed data on all students who exited a program during that period, whether they completed the program or quit for any reason. The State will calculate program performance results by obtaining information from the quarterly wage records for the fourth quarter of 2000 and the first three calendar quarters of 2001. After completion of the subsequent eligibility determination process, EDD will post the performance results on the ETPL by April 1, 2002.

B. Criteria for Subsequent Eligibility. [WIA Sec. 122(d)(1)].

1. In order to be subsequently eligible, programs must meet specific performance targets, or levels, on performance measures required under WIA. These are:
 - a. Completion rates for all individuals in the listed program;
 - b. Percentage of all individuals participating in the listed program who obtain unsubsidized employment;

- c. Wages at placement in employment of all individuals participating in the listed program;
 - d. Percentage of WIA participants who completed the listed program and were placed in unsubsidized employment;
 - e. Retention rates in unsubsidized employment of WIA participants who completed the listed program 6 months after the first day of their employment;
 - f. Wages received by WIA participants who completed the listed program 6 months after the first day of employment;
 - g. Where appropriate, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the WIA participants who graduated from the listed program;
- 2. In addition, providers must supply information on the costs for WIA participants to participate in the program.
 - 3. A Local Board may establish any additional measures that it deems appropriate. [WIA Sec. 122(d)(2)(B)].
 - 4. Before subsequent eligibility determination commences, the minimum performance targets, or levels, will be established by the Governor for each of the performance measures required by WIA. At their discretion, Local Boards can set higher levels than the Governor. In addition, a Local Board can set levels for any additional measures that it determines to be appropriate. [WIA Sec. 122(c)(6)].
 - 5. In setting levels, Local Boards must take into consideration the following [WIA Sec. 122(c)(4)]:
 - a. The specific economic, geographic, and demographic factors in the local areas in which providers seeking eligibility are located; and
 - b. The characteristics of the populations served by providers seeking eligibility, including the demonstrated difficulties in serving such populations, where applicable.

C. Sources of Data for Subsequent Eligibility.

See section II.C.4 and 5. of these procedures for a discussion of seed and performance data types. Data to support determination of subsequent eligibility comes from three sources:

1. Providers and Local Boards supply program cost data and seed data, including optional supplemental data;
2. The Performance-Based Accountability (PBA) system produces results on the performance measures relating to wages and employment; and
3. EDD produces results on two performance measures, completion rate; and rate of licensure, certification and attainment of degrees and skills.

D. Subsequent Eligibility Determination.

1. Application to the Local Board

- a. Providers whose programs are subject to subsequent eligibility determination must reapply in order to be considered. For each unique program, a provider must apply to a single Local Board.
- b. For any program offered at a physical site, the provider must apply to the Local Board where the site is located. Subsequently, each program will have a single sponsoring Local Board who will be responsible for subsequent eligibility determination, data flows, appeals, etc.
- c. Local Boards will establish the procedures and timeframes for provider submissions of applications for subsequent eligibility. Applications must include all appropriate seed data. Providers who fail to submit the appropriate seed data required for subsequent eligibility determination are subject to the removal of all of their programs from the ETPL. Out-of-state providers will not submit seed data to Local Boards. Instead, they will provide the Local Board with the actual measurement for all of the performance measures listed in section IV.B.1. above and verified by the state on whose ETPL they are listed.

2. Data Collection, Flows, and Calculation of Performance Measures.

- a. Local Boards will annually provide EDD with seed data, for both WIA participants and non-WIA students in their programs, according to the timeframes specified in Attachment B. This data will be submitted in the format to be specified by EDD.
- b. Seed data for individuals who were actively engaged in training on July 1, 2000 and were funded under the Job Training Partnership Act will not be

included in performance measurement calculations for subsequent eligibility determination.

- c. If either a Local Board or a provider chooses to supply supplemental seed data, the data must be obtained according to the criteria and procedures to be established by the State.
- d. Seed data on WIA participants will be available through a WIA participant database maintained by EDD separately from the ETPL system.
- e. Each Local Board will be responsible for collecting seed data and program costs [WIA Sec. 122(d)(1)(B)] from those providers who apply to the Local Board for the subsequent eligibility of their programs. Each Local Board will then consolidate the seed data and ensure that it is in the required format (to be specified by EDD) before forwarding the data, along with program costs, to EDD. Note that late data submissions could result in State action to de-list the programs involved.
- f. If a Local Board determines, in its subsequent eligibility process, that a program does not meet the subsequent eligibility requirements levied by the Local Board, the Local Board is not required to collect or report seed data to EDD for that program. Instead, the Local Board must notify EDD of the Local Board's action to de-list the program and the reasons for the action. [WIA Sec. 122 (e)(2)].
- g. EDD will obtain seed data on WIA participants, consolidate that data with the data submitted by the Local Boards on non-WIA students, and send the consolidated data to the PBA system. [WIA Sec. 122(c)(5)(B)].
- h. The performance measures for subsequent eligibility determination will be calculated according to the operational definitions to be established by the State.
- i. The PBA system will use the seed data to access the Unemployment Insurance quarterly wage records. With this information, the PBA system will calculate all of the performance measures (see section V. B.) relating to wages and employment for each program on the ETPL.
- j. EDD will use seed data to calculate the performance measures, completion rate; and rate of licensure, certification and attainment of degrees and skills.

3. The Application of Performance Measurement

- a. If a Local Board has established performance requirements in addition to those required by the State, providers listed by that Local Board must comply with any associated reporting requirements and performance levels in order to remain subsequently eligible. [WIA Sec. 122(d)(2)(B)].
- b. Annually, EDD will obtain the results on the performance measures required by WIA for all programs subject to subsequent eligibility determination and report the results to the Local Boards that listed the providers (see Attachment B, ETPL System Timeframes).
- c. Each Local Board will determine, for each program it lists, whether the performance results provided by EDD meet the minimum performance levels established by the State and the Local Board [WIA Sec. 122(e)(1)]. Each Local Board will then submit to EDD, within __ days (to be determined) of receiving the performance results from EDD, a listing of all programs determined by the Local Board to be subsequently eligible (see Attachment B, ETPL System Timeframes).
- d. EDD will retain those programs, determined by the Local Boards to be subsequently eligible, on the ETPL and post each program's actual performance results on the ETPL [WIA Sec. 122(e)(4)(A)]. Note that, in cases where performance results are based on too few individual outcomes, actual performance results may be suppressed on the ETPL for reasons of confidentiality.

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ATTACHMENT A
ETPL Data Element Matrix

Ref # ¹	Element ²	Definition ³	Data Type ⁴	Public/ Not public ⁵	Required/ Optional ⁶	Initial, Subsequent, or Both ⁷	Source of Data ⁸	Validation Procedures ⁹	Comments
50 A	Tuition	Breakout of required tuition, including all initial administrative, registration, and class fees	P	N	R	B	Provider	N	
50 B	Fees	Breakout of all required fees including memberships, special room rentals, entrances, etc.	P	N	R	B	Provider	N	
50 C	Expenses	Breakout of essential expenses including books, materials, special transportation, parking passes, etc.	P	N	R	B	Provider	N	
51	Resources Required	List of required student-supplied items.	P	P	R	B	Provider	N	
52	When Program Offered	When the program is offered.	P	P	R	B	Provider	N	
53 *	Frequency of Offering	How often program is offered.	P	P	R	B	Provider	N	
57	Program Goal	Course, Certificate Program, Degree Program, etc.	P	P	R	B	Provider	N	

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58	Program Description	Description of the program/ course being offered.	P	P	R	B	Provider	N	
60	Curriculum	List of individual courses comprising program.	P	P	R	B	Provider	N	
63	Targeted Audience	Who program is directed toward (e.g. middle managers, experienced computer programmers, etc.).	P	P	O	B	Provider	N	
64	Mode of Delivery	How program is presented (e.g. classroom, internet, correspondence, etc.)	P	P	R	B	Provider	N	
65	Skill Sets	Listing of skill sets to be acquired in program/ course.	P	P	O	B	Provider	N	
66	Relevant Occupations	Listing of occupations for which the program is applicable (SOC/O-Net codes).	P	P	R	B	Provider	N	Not limited to the SOC/O-Net codes for emerging occupations.
69	Prerequisites	Requirements - grade level, skills, etc for entry into offered program/ course.	P	P	R	B	Provider	N	

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70B	Credentialing Body	Organization granting credential.	P	N	O	B	Provider	N	
74	Continuing Education Units	Indicate if CEUs are offered, the number, and granting institution.	P	P	O	B	Provider	N	
74 A	CEU Granting Institution	Indicate if CEUs are offered, the number, and granting institution.	P	P	O	B	Provider	N	
75	Average Class Size	Average number of students expected in the classes (courses) comprising the program.	P	P	R	B	Provider	N	
78	Equipment	Equipment to be used by program participants.	P	P	O	B	Provider	Y. Local Boards	
82	Reporting Period	Period covered in performance data reporting (beg/end dates).	M	P	O – initial R – sub-sequent	B	Initial – Provider. Sub-sequent - State	Y. State for subsequent only.	
83	Participant Universe	Total number of all participants/ students exiting program/ course during “Reporting Period”.	M	N	O – initial R – sub-sequent	B	Initial – Provider. Sub-sequent - State	Y. State for subsequent only.	

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84	Program Completion Rate	Number of successful completers divided by "Participant Universe".	M	P	O	I	Provider	N	Data to be supplied at provider's option with initial application for listing.
84 A	Program Completion Rate (WIA)	Total number of completers compared to total # of seed records.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards and providers.	May be several data elements – outcome by demo groups, etc.
85	Entered Employment Rate	Number of students who obtain unsubsidized employment divided by "Participant Universe".	M	P	O	I	Provider	N.	Data to be supplied at provider's option with initial application for listing.
85 A	Entered Employment Rate for all	Percentage of all individuals participating in the program who obtain unsubsidized employment.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards and providers.	
85 B	Entered Employment Rate for WIA participants	The percentage of all WIA participants who complete the applicable program and enter unsubsidized employment.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards	

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86	Average Hourly Wage at Placement	Total of placement wages for all individuals in program divided by the total number placed from the program.	M	P	O	I	Provider	N.	Data to be supplied at provider's option with initial application for listing.
86 A	Average Hourly Wage at Placement for all	Average wage at placement in employment of all individuals participating in the applicable program.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards and providers.	
86 B	Average Follow-up Hourly Wage for WIA participants	Average wage for WIA participants (who completed program) 6 mos. after date of post-program employment.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards.	
87	Customer Satisfaction	Extent to which participants were satisfied with the program.	M	P			TBD	TBD	
89	Skills/ Credential Attainment	Rate at which completers attained expected skill sets and/or credentials.	M	P	O	I	Provider	N.	Data to be supplied at provider's option with initial application for listing.

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ETPL Data Element Matrix

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89 A	Skill/ Credential Attainment	Rates of licensure or certification, attainment of degrees, or other measures of skills for WIA participants who graduated from program	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards.	
90	Retention Rate	Extent to which participants retained employment over a set post-program period.	M	P	O	I	Provider	N.	Data to be supplied at provider's option with initial application for listing.
90 A	Retention Rate	Retention rates in unsubsidized employment of WIA participants (who completed the program) 6 mos. after the first day of post-program employment.	M	P	R	S	State	Y. Entry based on individual data supplied by Local Boards.	
93	SSN	For all participants in an eligible program to be used to obtain UI data to determine post-training employment outcomes.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State	

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ETPL Data Element Matrix

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94	Student Name	Name coinciding with SSN.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State	
95	Provider Number	Provider Identifier Number (see element #1) for program of individual's enrollment	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. Validated by Local Board and/or State to ensure against entry errors.	
96	Program Identifier Number	Program Identifier Number (see element #45) that individual is enrolled in.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. Validated by Local Board and/or State to ensure against entry errors.	
97	Dates of Program Participation	Start and end dates for individual's program participation	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	
98	Completion Code	Whether or not the individual completed the training program.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	

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ETPL Data Element Matrix

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98 A	Completed Certificate	Whether or not the individual obtained a certificate.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	
98 B	Completed Degree	Whether or not the individual received a degree.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	
98 C	Completed Licenses	Whether or not the individual received a license.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	
98 D	Completed Skills	Whether or not the individual achieved expected skill attainment.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	
99	Demo-graphic Data	Individual data elements for Gender, Ethnicity, Age, Disability, Previous Educational Level, etc.	S	N	R	S	Local WIA board for WIA participants; provider for all others	Y. State and Local Boards	

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ETPL Data Element Matrix

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100	Site Visit Made	Whether Local Board has made a visit to provider's site to verify initial eligibility data submissions.	A	N			Local Board	Y. State	
101	Financial Aid Available		P	P	R	B	Provider	N	
105	ADA Compliant	ADA Compliance as defined by Federal and State requirements.	A	P	R	B	Provider	Y. Local Boards	
108	Projected Hourly Wage After Program		P	P	O	I	Provider	N	
111	Date Application Received by LWIB	Stamped in receipt at Local Board.	A	N	R	I	Local Board	Y. State	
111 A	Date Application Signed	Date that the applicant signed the application.	A	N	R	I	Provider	N	
112	Date Application Approved by LWIB	Approved for submission to State.	A	N	R	I	Local Board	Y. State	
113	Date Application Submitted to State		A	N	R	B	N		
114	Date Application Received by State		A	N	R	I	State	Y. State	
115	Date Placed on ETPL	Date program first appears on ETPL	A	N	R	I	State	N	

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ATTACHMENT B
ETPL System Timeframes

Event	Date	Comments
Local Boards begin accepting applications for initial listing on the ETPL	Determined by Local Board	
Local Boards make first submissions to State of nominations for initial listing of programs on ETPL.	Not later than June 1, 2000	State will accept nominations for initial listing on any working day after June 1, 2000. The State has up to 30 days to validate certain data before posting on the ETPL.
State distributes first ETPL to Local Boards.	July 1, 2000	ETPL is updated daily with initial listings, de-listings, and changes to information.
Providers on the ETPL begin collecting Seed data.	July 1, 2000	Providers will submit this data for subsequent eligibility determination.
First provider submission of Seed data to Local Boards.	Determined by Local Board	This would apply to all programs that were first listed in either the 3 rd or 4 th quarters of 2000 or the 1 st or 2 nd quarters of 2001. Programs first listed in the 3 rd or 4 th quarters of 2001 would not submit Seed data until 2002.
First annual Local Board submission of Seed data to State.	December 31, 2001	The date for this submission will be the same each year. In the first year, this data will cover activities and program exiters for the period of the 3 rd and 4 th quarters of 2000 or the 1 st and 2 nd quarters of 2001 (or any portion thereof). In subsequent years, the data will cover activities and program exiters for the 3 rd and 4 th quarters of the previous year and the 1 st and 2 nd quarters of the year of submission.
State calculates performance measures for subsequent eligibility determination.	January 1, 2002 through February 15, 2002	The Performance-Based Accountability (PBA) system will use the Seed data to obtain quarterly wage information for the 4 th quarter of 2000 and the 1 st , 2 nd and 3 rd quarters of 2001 (or the appropriate portion thereof). The PBA system will then calculate all of the employment and wage outcomes. EDD will calculate completion and licensing/certification rates based on Seed data.
State supplies Local Boards with performance measurements for subsequent eligibility determination.	February 16, 2002	Local Boards determine if programs have met both the State and Local Board minimum performance levels for subsequent eligibility.
Local Boards submit lists of programs determined to be subsequently eligible.	March 1, 2002	The State has up to 30 days to validate certain data before posting on the ETPL.
State posts first listing of subsequently eligible programs on the ETPL.	April 1, 2002	

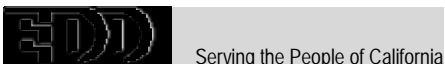
March 20, 2000

ATTACHMENT C STANDARD ETPL APPLICATION FORMAT

 Serving the People of California				For Internal Office Use Only 01 Subgrantee Code 02 Agency Code 03 Provider Code (FEIN)	
<h2 style="margin: 0;">WORKFORCE INVESTMENT ACT TRAINING PROVIDER APPLICATION</h2>					
04 Provider Name			05 Legal Name (if different)		
06 Mail Address		City, State	07 ZIP	08 Main Phone ()	
09 Main E-Mail		10 Website Address			
11 Administrative Contact Name		12 Administrative Contact Title	13 Administrative Contact E-mail		
14 Administrative Contact Phone ()	15 Administrative Contact Fax ()	16 Admissions Phone (if different) ()	17 Financial Aid Phone (if different) ()		
18 Accreditation 1 Yes 2 No		19 Accrediting Body			
20 HEA Eligible (Pell Grant) 1 Yes 2 No		21 Financial Aid Available 1 Yes 2 No		22 Online Registration Available 1 Yes 2 No	
23 Institution Type 1 Public 2 For-profit 3 Non-profit 4 Religious 5 Public benefit 6 Mutual 7 Other		24 Provider Type 1 University 2 College 3 Faith based 4 Community Based Organization (CBO) 5 Vocational 6 Post Secondary 7 ROPC 8 Other		Additional Services 25 Job Placement Assistance 1 Yes 2 No 26 Career Assessment 1 Yes 2 No 27 Career Counseling 1 Yes 2 No 28 Tutorial Services 1 Yes 2 No 29 ESL Courses 1 Yes 2 No 30 GED Assistance 1 Yes 2 No 31 On-site Childcare 1 Yes 2 No 32 Other 1 Yes 2 No	

ATTACHMENT C

STANDARD ETPL APPLICATION FORMAT

 <h1 style="margin-top: 20px;">WORKFORCE INVESTMENT ACT</h1> <h2 style="margin-top: 10px;">TRAINING PROGRAM APPLICATION</h2>					For Internal Office Use Only		
					01 Subgrantee Code		
					02 Agency Code		
					03 Program Code		
					04 Date Received by LWIB		
					05 Provider Code (FEIN)		
Provider Name							
06 Program Name			07 Program Description				
08 Training Site Address			City, State		09 Zip		
10 ADA Compliant 1 Yes 2 No	11 Total Hrs of Instruction		12 Total Credits	13 Non-Credit 1 Yes 2 No	14 Credit Time 1 Semester 2 Quarter		
15 Total Program Cost Tuition \$ _____ Fees \$ _____ Expenses \$ _____ TOTAL \$ _____		16 Mode of Delivery 1 Stand-up 2 Internet 3 Correspondence 4 Broadcast 5 Computer Based Instruction		When Program is Offered 17 Days 1 Yes 2 No 18 Evenings 1 Yes 2 No 19 Weekends 1 Yes 2 No		20 Frequency of Offering 1 Weekly 2 Monthly 3 Quarter 4 Semester 5 Other	
						21 BPPVE Approval Status 1 Approved 2 Temporary Approval 3 Registered	
						22 Other BPPVE Approved Programs 1 Yes 2 No	
23 Registered Apprenticeship 1 Yes 2 No		24 Registered Date		25 Other List Criteria 1 CDE Approved 2 COCCC Approved 3 Proven Effectiveness 4 Employer Support 5 Industry Authorized		26 Continuing Education Units (CEU)	
						27 CEU Granting Institution	
						28 Resources Required 1 Yes 2 No	
29 Program Goal 1 Skill Attainment 2 Certificate 3 Registration 4 License			5 Associate Degree 6 Baccalaureate Degree 7 Other		30 Credentialing Body		31 Projected Hourly Wage After Program Completion
32 Prerequisites							
33 Skill Sets							

ATTACHMENT C

STANDARD ETPL APPLICATION FORMAT

34 Curriculum		35 Relevant Occupations (SOC/O*NET Code)	
Course Code	Course Title	Code	Title
		36 Relevant Occupation Recommendation	
		SOC/O*NET Category	Description
Accessibility 37 On-site Parking 1 Yes 2 No 38 Public Transportation 1 Yes 2 No 39 Disabled Student Access 1 Yes 2 No 40 Sign Language 1 Yes 2 No 41 Other Languages 1 Yes 2 No 42 Other 1 Yes 2 No		43 Classification of Instructional Programs (CIP) Code	
		44 Target Audience	
		45 Average Class Size	
		46 Equipment To Be Used	
Initial Performance Information			
47 Period Begin Date	48 Period End Date	49 Participant Universe	50 Average Hourly Wage at Placement
51 Program Completion Rate	52 Entered Employment Rate	53 Skill/Credential Attainment Rate	54 Retention Rate
<i>Assurance text will be supplied at a later date.</i>			
55 Printed Name of Provider Representative		56 Title	57 Date
58 Signature			

PRELIMINARY POLICY AND PROCEDURES
Workforce Investment Act
Eligible Training Provider List

Denial, De-listing, and Appeals

A. Denial of Application for Initial Listing.

1. Reasons for denial.
 - a. Local Boards or EDD may deny eligibility if the application from a provider is not complete or not submitted within required timeframes.
 - b. Local Boards or EDD must deny eligibility if an applicant fails to meet the minimum criteria for initial listing specified in this procedure (see section III. B. 3.). [WIA 122(e)(2)].
 - c. EDD must deny eligibility if it is determined that the applicant intentionally supplied inaccurate information. [WIA 122(f)(1)].
 - d. Local Boards or EDD may deny eligibility to a provider who has been found to have substantially violated any WIA requirements. [WIA 122(f)(2)].
2. If a Local Board denies a provider's application for listing on the ETPL, the Local Board must, within 30 days of receipt of the application, inform the provider in writing and include the reason(s) for the denial and complete information on the appeals process.
3. If EDD denies a provider's program listing on the ETPL, EDD must within 30 days of receipt of the nomination from a Local Board, inform the provider in writing and include the reason(s) for the denial and complete information on the appeals process. In addition, EDD must inform the Local Board who nominated the program of the denial and the reason(s) for the denial.

B. De-listing of a Program on the ETPL.

1. Reasons for De-listing.
 - a. Local Boards or the EDD may de-list a program if the provider fails to provide all the data required for subsequent eligibility determination within the required timeframes. [WIA Sec. 122(d)(1)].
 - b. Local Boards or EDD must de-list a program at any point at which it is determined that the program does not meet the minimum criteria for initial listing specified in this procedure (see section III. B. 3.). For example, a program can be de-listed if its eligibility depended on accreditation, and the accreditation was lost. [WIA Sec. 122(c)(6)].
 - c. A Local Board or EDD must de-list a program if, as a result of the subsequent eligibility determination process, the program is found not to

- have met the minimum levels of performance set by the State or by the Local Board. [WIA Sec. 122(e)(6)].
- c. EDD must de-list a program if it is determined that the applicant intentionally supplied inaccurate information. [WIA Sec. 122(f)(1)].
 - d. Local Boards or EDD may de-list a program if the provider is found to have substantially violated any WIA requirements. [WIA Sec. 122(f)(2)].
2. If a Local Board de-lists a program from the ETPL, the Local Board must, within 10 days of its decision, inform the provider in writing and include the reason(s) for the denial and complete information on the appeals process.
 3. If EDD de-lists a program from the ETPL, EDD must, within 10 days of its decision, inform the provider in writing and include the reason(s) for the denial and complete information on the appeals process. In addition, EDD must inform the Local Board where the provider applied of the denial and the reason(s) for the denial.

C. Penalties.

1. If EDD, in consultation with the appropriate Local Board, determines that a provider intentionally supplied inaccurate information for ETPL purposes, EDD shall terminate the eligibility of the provider to receive any funds under WIA section 133(b) for a least two years. [WIA 122(f)(1)].
2. If EDD or a Local Board working with EDD, determines that an eligible provider substantially violates any WIA requirement, EDD or the Local Board working with EDD may terminate the eligibility of the provider to receive any funds for a period of time under WIA section 133(b) or take other such action as EDD or the Local Board deems appropriate. [WIA 122(f)(2)].

D. Appeals to Local Boards. [WIA 122(g)].

1. This procedure applies only to appeals by training providers based on the denial of a provider's application for initial listing on the ETPL or the de-listing of a program already listed on the ETPL.
2. Each Local Board must have a written appeals process that includes the following required provisions:
 - a. A provider wishing to appeal a decision by a Local Board must submit an appeal to the Local Board within 30 days of the issuance of the denial notice. The appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for

the appeal (i.e. grounds), and the signature of the appropriate provider official.

- b. The first step in any Local Board appeals process must be an informal meeting between the Local Board staff and the appealing provider. The purpose of this meeting is to forestall the appeals process if there is an easy solution to the dispute.
- c. Local Board procedures must include the opportunity for appealing providers to have a hearing. The hearing officer shall be an impartial person. The hearing officer shall provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties shall have the opportunity to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s); and to be represented.
- d. A Local Board must notify a providers of its final decision on an appeal within 60 days of receipt of the appeal. This period includes a hearing if requested by the provider.

E. Appeals to EDD. [WIA 122(g)].

- 1. This procedure applies only to an appeal by a training provider based on an EDD denial of the provider's application for initial listing on the ETPL or the de-listing of a program already listed on the ETPL. In addition, a provider may appeal to EDD if it has exhausted the appeals process of a Local Board and is dissatisfied with the Local Board's final decision.
- 2. A provider wishing to appeal to EDD must submit an appeal request to EDD within 30 days from either the issuance of a denial notice or the provider's notification of a Local Board's final decision on an appeal. The request for appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.
- 3. EDD will promptly notify the appropriate Local Board when EDD receives a request for appeal. EDD will also notify the appropriate Local Board when EDD makes the final decision on an appeal.
- 4. EDD will administratively review an appeal, make a preliminary decision, and notify the provider. EDD can either uphold or reverse the appealed decision, or EDD can refer the appeal to the California Unemployment Insurance Appeals Board (CUIAB). EDD will also refer an appeal to the CUIAB if the provider requests a hearing in writing within 15 days of the issuance of EDD's

preliminary decision. CUIAB will schedule a hearing with an administrative law judge whose decision will be issued within 60 days of the appeal being referred to the CUIAB or within 30 days of the closing of the record.

5. The administrative law judge shall provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties shall have the opportunity to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s); and to be represented. The decision of the CUIAB administrative law judge is the final administrative decision.

ELIGIBLE TRAINING PROVIDER WORKGROUP
MEMBERS

NAME	AFFILIATION	CONSTITUENCY/FUNCTION
Charlie Brown	NCEN	Job Training Partnership Act Service Delivery Areas
Jeanette Langdell	NOVA	Job Training Partnership Act Service Delivery Area
Donna DeWeerd	NBEC	Job Training Partnership Act Service Delivery Areas
Blake Konczal	South Bay PIC	Job Training Partnership Act Service Delivery Area
Linda Chandler	EastBay Works	Job Training Partnership Act Service Delivery Areas
Rosemary Fellows	San Diego Workforce Partnership	Job Training Partnership Act Service Delivery Area
John Delmatier	Proteus	Community Based Organization
Cheryl Shearer	Ventura Community College	Community Colleges
Lanny Nelms	Abram Friedman Occupational Center, Los Angeles USD	Regional Occupational Centers/Programs Adult Education
Robert Johnson	California Association of Private Postsecondary Schools	Private Post Secondary Schools
Sara Mijares	American Polytechnic Institute	Private Post Secondary Schools
Henry Nunn	Division of Apprenticeship Standards	Apprenticeship Programs
Sheila Hawkins	Bureau for Private Postsecondary and Vocational Education	State agency responsible for ensuring quality in private post secondary education
Rick Moore	California State University – Northridge	Workgroup facilitator
Liz Clingman	Employment Development Department, Job Training Partnership Division	State organization responsible for operations under the Workforce Investment Act
Richard Funderburg	Employment Development Department, Workforce Investment Transition Division	State organization responsible for operations under the Workforce Investment Act
Corinna Martinez	Employment Development Department, Information Technology Division	State organization responsible for information systems development for the Workforce Investment Act
Beverly Odom	California Office of Workforce Investment	State organization serving as staff to the State Workforce Investment Board
Linda Rodgers	California Office of Workforce Investment	State organization serving as staff to the State Workforce Investment Board
Charles Adame	California Office of Workforce Investment	State organization serving as staff to the State Workforce Investment Board
Margaret Mack	California Office of Workforce Investment	State organization serving as staff to the State Workforce Investment Board
Ron Addy	California Office of Workforce Investment	State organization serving as staff to the State Workforce Investment Board

Employment Development Department

Labor Market Information

California Cooperative Occupational Information System

Who are we?

The California Cooperative Occupational Information System (CCOIS) is a partnership of state and local agencies that produces local occupational and labor market information. It is a statewide program that is operational at 38 sites that represent 58 counties throughout California. The local agencies, referred to as Local Partners, consist of Private Industry Councils, Job Training Partnership Agencies, and Economic Development Agencies.

At the state level, the Employment Development Department provides technical and financial assistance to the Local Partners and administers the CCOIS under the advisement and policy guidance of the California Occupational Information Coordinating Committee (COICC).

What do we produce?

Occupational Outlook Reports contain summarized local information on various occupations. This information includes wages, employer benefits, skills, education, training and experience requirements, worker supply and demand assessment, advancement potential, occupational projections, employment trends, and recruitment information. Every year, most Local Partners seek input and advice from their community to select between 15 and 50 new occupations to study that reflect local information needs. After selecting occupations, Local Partners conduct surveys of employers, analyze the data and write the reports, and disseminate the final Occupational Outlook Reports. A complete description of the methodology is available. A listing of occupations studied in 1996, 1997, and 1998 is available to assist you in finding an occupation.

Tabulations of Quality Occupations by county, consortium of counties, and California statewide are also available. A Quality Occupation is a term used to refer to an occupation in which at least 50 percent of surveyed employers provide at least three of four benefits (vacation, sick leave, retirement, or medical). These data are from the CCOIS based on surveys conducted from 1995 to 1997.

Local Partners also collect information about training programs in their local areas and either integrate this information in their Occupational Outlook Reports or produce a separate local Training Resource Directory. At a statewide level, the Enhanced State Training Inventory of training providers throughout the state is available at the California Occupational Information Coordinating Committee (COICC) web site.

Who uses our products?

Many people benefit from Occupational Outlook Reports, Training Resource Directories, and the Enhanced State Training Inventory. This information assists educators and trainers in curriculum planning and design, human resources managers in determining competitive wages and benefits, economic development organizations in attracting new employers with specific employee needs, career counselors and placement specialists in helping students and clients to make informed career and training decisions, and job seekers to independently make informed choices and effectively search for jobs.

Where are the products available?

Occupational Outlook Reports are now available on the World Wide Web. Some, but not all, of these reports contain Local Training Resource Directories. The Enhanced State Training Inventory of training providers throughout the state is available at the California Occupational Information Coordinating Committee (COICC) web site.

Printed and/or electronic copies of Occupational Outlook Reports and Training Resource Directories are available from both the individual Local Partners and the Labor Market Information Division (LMID). The Enhanced State Training Inventory is available in electronic format only. To order a report for a specific California county, please call the LMID Publications Center at (916) 262-2162 or the individual Local Partner referenced elsewhere in this document. For more information about CCOIS, Occupational Outlook Reports, Training Resource Directories, and the Enhanced State Training Inventory, please call LMID's CCOIS Group at (916) 262-2353.

MATRIX OF EMPLOYER CORE SERVICES

Directory of Services	Descriptive menu of services available at the One-Stop Center and through the local One-Stop System.
Job Applicant data bank	A service that will allow employers to fill job openings by accessing a “job bank,” including America’s Talent Bank (ATB), which matches job seekers’ skills and/or occupations to the employers’ specifications. Related services include applicant recruitment and screening, applicant skills assessment, and customized job services.
Resource Referral	Provision of information on how to access business assistance and incentives.
Labor Market Information	Occupational wage and supply/demand information; identification of geographic and occupational areas of potential growth or decline on individuals, industries, and communities; and individual employer information.
Economic Development	Information on basic incentives, e.g., **tax credits, enterprise zones, or other incentives – as well as local planning and zoning commissions or boards, community development agencies, and other entities responsible for regulating, promoting, or assisting in local economic development.
Rapid Response and plant closure assistance	The capability to respond rapidly, on-site, to permanent closures and substantial layoffs in order to assess the need for, and initiate appropriate services.

** Information on federal tax credit program information is a core service to employers that will be available at all One-Stop centers and through the One-Stop system.

SECRETARY'S AGREEMENT (Governing Services to Veterans)

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 322, this Agreement between the (Governor/Appropriate State Entity) and the Secretary of the Department of Labor (DOL), through the Veterans' Employment and Training Service (VETS), will specify the provision of services to veterans, the roles and responsibilities of the Workforce Investment Act of 1998 (WIA) service providers, and the integration of Disabled Veteran Outreach Program (DVOP) specialists and Local Veteran Employment Representatives (LVERs) into one-stop delivery systems and other Service Delivery Points (SDPs) within the State/Commonwealth of (specify). The agreement has been developed to assure coordination and avoid duplication at the service delivery points. The agreement extends the historical preferential precedents for veterans and other eligible persons to the State Workforce Investment System. In administering veterans service programs under Chapter 41 and 42 of Title 38 United States Code, the (Appropriate State Entity) will undertake the functions described in this Agreement.

II. Scope.

The parties to this document agree and resolve to maximize services to veterans following the priority to veterans described in Title 38, U.S. Code Chapters 41, 42 and 43; 20 CFR Chapter IX, Code of Federal Regulations, codified at 20 CFR 1001.100 et seq. and the Special Provisions of the DVOP/LVER Grants, through their cooperation in activities and staffing at one-stop delivery system sites.

III. Purpose of One-Stop Delivery Systems.

The Appropriate State Entity and VETS agree that the one-stop delivery systems will integrate fully the multiple career development services provided to veterans. One-stop delivery system veteran customers will be provided the full array of services available within the system, empowered with customer choice and customized access to those services which satisfy their individual needs for career development. Access to the system will be provided universally to assure customers that there is no wrong door. In the provision of these services veterans priority will be followed in accordance with Title 38, U.S. Code, Chapters 41 and 20 CFR Chapter IX, Code of Federal Regulations, codified at 20 CFR 1001.100 et seq., and the provisions of the DVOP and LVER grants. The LVER and DVOP program will also facilitate veteran access to all WIA employment and training programs, as required by Section 112 (b) (17)(B) of the Workforce Investment Act of 1998.

IV. Components and Activities

The following outline reflects the elements of universality, customer choice, integration and performance which have been identified as key factors for the efficient functioning of one-stop delivery systems in the Workforce Investment system. These elements are applicable to all the program components and activities listed below and relative to priority services for veterans and other eligible persons.

A. INTAKE, ASSESSMENT and REGISTRATION

1. Universality. Veterans will be allowed to register at all locations at which registration is offered using standardized data elements as prescribed by Federal guidelines. Individual needs of veterans may be assessed to access core services, intensive services, and training services as needed, in all one-stop delivery systems, to determine the appropriate level of services to be provided. If veterans' needs cannot be met at the point of intake, veterans will be referred promptly to the appropriate service provider. Access to LVER and DVOP staff will be provided through the one-stop delivery system, if requested by a veteran.
2. Customer Choice. Veterans will be encouraged by one-stop delivery system staff to self-identify in order to establish their eligibility for priority services. Veterans will be provided the options to:
 - a) self-register for core services
 - b) request assessment for intensive services; or
 - c) request assessment for training services as appropriate to meet their needs. Veterans will be provided maximum access to America's Labor Market Information System (ALMIS) including both printed and electronic data.
3. Integration. Qualified veterans will be provided priority in all services provided for under the Wagner- Peyser Act.
4. Performance. Performance will be measured by comparing needs of veterans as identified at the point of intake with the service provided at the point of exit. Measures of performance will be client-centered and outcome-oriented and will include timeliness of services provided.

B. MEDIATED and NON-MEDIATED SERVICES IN PLACEMENT, DEVELOPMENT OF JOBS and JOB TRAINING OPPORTUNITIES.

1. Universality. Veteran one-stop delivery system customers assessed as being Ajob ready@ will be provided with priority access to job information services, including all types of job referrals. In those instances where appropriate job listings are not available, veterans will be instructed in the use of self-directed job search techniques and technology. Veterans who are unsuccessful in accessing job opportunities will be identified for and provided job development services.
2. Customer Choice. Veterans will be provided with maximum access to labor market information. Services provided will be customer driven. Where available, veterans will be trained in the use of technology, Internet resources and other career information delivery systems (ALMIS).
3. Integration. DVOP and LVER staff will provide technical assistance and staff training to one-stop delivery system staff relative to programs, resources and the priority of services for veterans. LVER staff, as functional supervisors for veterans services, will make recommendations

to one-stop delivery system operators for improvements in services to veterans. DVOP and LVER staff will, where feasible, provide direct services or assist one-stop delivery system staff in the provision of priority services for veterans under the Wagner- Peyser Act.

4. Performance. The (Appropriate State Entity) will be responsible for assuring priority services for veterans leading to achievement of performance standards for veterans services within the one-stop delivery system. Measures of Performance for veterans services will be negotiated between VETS and the (Appropriate State Entity).

C. OUTREACH/OUT-STATIONING OF LVER/DVOP STAFF

1. Universality. LVER and DVOP staff will provide outreach services to veterans at Service Delivery Points (SDPs) that have no LVER or DVOP assigned. However, DVOP staff assigned to these one-stop delivery systems may not be used to fulfill the mandated out-stationing requirement of 38 U.S.C. Chapter 41. Outstation sites may include Transition Assistance Program (TAP) sites, Department of Veteran Affairs (DVA) facilities, or other sites as appropriate and agreed to. All out-stationing sites of LVER and DVOP staff will be coordinated with the State VETS Director. DVOPs and LVERs are to conduct outreach to employers, community agencies, veterans' organizations, etc and share the information gained from these contacts to service delivery point staff.

2. Customer Choice. Veteran customers will be provided with options to obtain assistance at out-station sites, during scheduled outreach visits, at full-service centers, or by electronic access from other access points. Other organizations and agencies should be encouraged to establish America's Job Bank Internet Access Zones.

3. Integration. Out-station/Out-reach sites will be encouraged to enter into formalized Memorandums of Understanding (MOU) to define the range of services available to veteran customers and the responsibilities of DVOP and LVER staff providing such services. MOUs will assure that veterans are provided priority in the services available in the center.

4. Performance. Measures of performance will include an annual assessment by the State VETS Director of all formal and informal agreements established to facilitate priority of services for veterans in one-stop delivery systems, including out-station and out-reach sites.

D. FEDERAL CONTRACTOR PROGRAM (FCP) and VETERANS PREFERENCE for FEDERAL JOBS

1. Universality. Federal Contractor Program job information and listings of Federal jobs will be available at all one-stop delivery systems. LVER staff

who are designated as Monitors for the workforce investment area will provide training to one-stop delivery system staff relative to the Federal Contractor Job Listing Program and Complaint systems as well as the Federal employment opportunities for veterans. Where feasible, the one-stop delivery system will establish an America's Job Bank (AJB) Access Zone using Internet technology to provide access to Federal Contractor and Federal Agencies job listings. One-stop delivery system staff, in cooperation with LVER Monitors, will promote the establishment of America's Job Bank (AJB) Access Zones at other Community Based Organizations and Department of Veterans Affairs (State and Federal) offices.

2. Customer Choice. Veterans will be provided both printed and electronic Federal Contractor Program (FCP) and Federal job information, including information relative to filing complaints with the State VETS Director. Federal Contractors and Federal Agencies will be provide recruitment assistance in accordance with their obligation for Affirmative Action and veteran preference requirements pursuant to 38 U.S.C., Chapter 42.

3. Integration. The FCP and Federal job opening listings will be integrated into all one-stop delivery systems to assure that veteran customers, Federal Contractors and Federal Agencies have full access to jobs listings, qualified applicants and program information. Veterans will be provided information in the filing of complaints as necessary. LVER and DVOP staff will provide technical assistance and staff training to one-stop delivery system staff relative to Federal Contractor Programs.

4. Measures of Performance. Performance will be measured by surveying customer satisfaction with FCP assistance provided by one-stop delivery system staff, and by evaluation of the quality and timeliness of services provided by LVER/DVOP staff assigned.

E. CASE MANAGEMENT SERVICES FOR TARGETED VETERANS

1. Universality. Case Management services for targeted veterans will be provided by LVER and DVOP staff and appropriate one-stop delivery system staff. These Case Management services will parallel similar services provided for other customers within one-stop delivery systems.

2. Customer Choice. Case Management services for targeted veterans will be client focused and client driven. Targeted veterans will be provided choices based upon need and the resources available to meet those needs. When necessary and when appropriate, clients will be assisted in accessing resources outside the one-stop delivery systems.

3. Integration. Case Management services for veterans through the LVER and DVOP staff will include the resources of the one-stop delivery system and the Department of Veterans Affairs (DVA) Vocational Rehabilitation & Counseling (VR&C) system. The Veterans' Employment and Training Service (VETS) will define the procedures and services to be provided to targeted veteran clients who are case managed. Case Management training at the National Veterans Training Institute (NVTI) will be requested for those one-stop delivery system staff, DVOP staff and LVER staff who will be providing case management services to veterans.

4. Performance. Measures of Performance will track veterans who have been referred to one-stop delivery system for Case Management Services by the DVA. Measures of Performance will include the number of such veterans referred, the number of such veterans entered into case management, and the outcomes resulting from case managed systems. Common definitions of data will be negotiated between VETS, the one-stop delivery system administrator and the DVA VR&C to insure standardized reporting of outcomes by each system.

F. ROLE AND RESPONSIBILITIES OF PUBLIC EMPLOYMENT SERVICE MANAGEMENT AND STAFF IN THE PROVISION OF SERVICES TO VETERANS

1. Universality. As part of the local Memoranda of Understanding (MOUs), LVER and DVOP staff can receive guidance from the one-stop delivery system operator. However, compensation, personnel actions and terms and conditions of employment, including performance appraisals and accountability of merit-staff employees will remain under the authority of the State Agency. LVERs assigned to Stop systems will monitor and provide quarterly reports to their one-stop delivery system operator on the universality of services provided by one-stop delivery system staff and the access and receipt of these services.

2. Customer Choice. To assist customers make an informed choice, one-stop delivery systems will provide information during the intake process that advises veterans of the advantages of registration to access special programs and services for veterans and the availability of special staff to discuss employment issues.

3. Integration. One-stop delivery system operators will encourage and promote all programs participating in the Workforce Investment system to provide the maximum of employment and training opportunities to veterans

4. Performance. One-stop delivery system operators will be held responsible for assuring priority services for veterans where Wagner-Peyser, LVER, DVOP, or public employment service resources are used.

Measures of Performance for veterans services will be negotiated between VETS and the (Appropriate State Entity). Program activity and program costs will be reported per the DVOP/LVER grant agreement.

V. Effective Date. This Agreement shall be effective as of the date of the signing of this document and shall be automatically renewed on October 1st of each subsequent year without further action on the part of the signatories. This agreement may be amended if agreed to by all parties.

VI. Principal Signatures.

(Governor)

(Date)
(State Employment Security Agency)

(Date)

Director for Veterans Employment and Training
U.S. Department of Labor

(Date)

Other Partners/Agencies:
(Define add additional as necessary)

(Date)

AMENDMENTS:
(If necessary)

VETERANS' PROGRAM LETTER

TO: All Regional Administrators and Directors for Veterans' Employment and Training
All State Employment Security Agencies
All State Offices Of Workforce Development
All One-Stop System Coordinators
All Regional Administrators, Employment and Training Administration (Info)

FROM: Espiridion (Al) Borrego

SUBJECT: Workforce Investment Act Requirements

I. PURPOSE:

To inform State Employment Security Agencies (SESAs), State Agencies responsible for the implementation, administration and oversight of the Workforce Investment Act (WIA) and Veterans' Employment and Training Service (VETS) field staff of the requirement for a Secretary's Agreement (Agreement) between the appropriate State entity and the Secretary of Labor describing:

A. How services will be provided to veterans in the implementation and operation of WIA and Wagner-Peyser programs at the State and local levels;

B. How Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVERs), at those sites in which the public labor exchange functions are performed are integrated into the WIA delivery system.

C. The roles of DVOP/LVER staff in relation to the WIA delivery system at the local level.

II. REFERENCES:

Sections 112, 117 and 168, 192 and 322 of Public Law (P.L.) 105-220, The Workforce Investment Act of 1998, signed August 7, 1998; Title 38, United States Code, Sections 4103A, 4104 (38 U.S.C. 4103A, 4104); and Section 4110B (newly added); and the Solicitation for Grant Applications (SGA), issued June 20 1997, ASVET Memo 3-99.

III. BACKGROUND:

The Workforce Investment Act of 1998 (WIA) introduces sweeping changes to the delivery of publicly funded employment and training-related service throughout the Nation. In implementing the Act, the U.S. Department of Labor, through its Employment and Training Administration (ETA), is preparing to issue for comments in early February interim final WIA regulations. At this time, the Veterans' Employment and Training Service will not seek to issue regulations, but will amend its special and general grant provisions, as needed, to comply with the provisions of law.

There are a number of references in the Act concerning veterans - activities and services, representation on state and local boards, and planning requirements. For example, Section 112 describes the planning requirements for States to be eligible for WIA and Wagner-Peyser funding. Section 112(b) (8)(A) contains a requirement for the State to assure coordination with and avoid duplication among ten categories of activities or authorized grant programs including activities authorized under Chapter 41 of Title 38 U.S.C. (Section

112(b)(8)(A) (vi)). It (Section 112(b)(8)(B)) also requires the State to include a description of the data collection and reporting processes for the programs and activities listed in Section 112. Section 168 replaces the Job Training Partnership Act (JTPA) IV-C as of July 1, 2000 and Section 192 provides the ability for States to submit a workforce flexibility (workflex) plan to the Secretary, who may elect to waive statutory or regulatory requirements under sections 8 through 10 of the Wagner-Peyser Act (29 U.S.C. 49g through 49i). The exceptions to this waiver allowance are: (1) services to veterans, (2) services to unemployment insurance claimants and (3) universal access to basic labor exchange services at no cost to job seekers.

However, it is Section 322 of WIA that is of major importance to veterans' programs and services. This Section amends Chapter 41 of Title 38 U.S.C. to add a section 4110B, which reads: *"In carrying out this Chapter, the Secretary shall require that an appropriate administrative entity in each State enter into an agreement with the Secretary regarding the implementation of this Act that includes the description and information described in paragraphs (8) and (14) of section 112(b) of the Workforce Investment Act of 1998."* [Emphasis added]

Some States will request early WIA implementation (July 1, 1999) which will require them to submit their WIA plan by April 1, 1999. It will also require a separate agreement between the State and the Secretary of Labor on the provision of services to veterans. The Secretary has designated the Assistant Secretary for Veterans' Employment and Training (ASVET) as her representative to this agreement.

IV. GUIDANCE:

To fulfill the requirements under the WIA and to assist States to prepare acceptable State plans including requirements for services to veterans and the assignment and appointment of DVOP and LVER staff, a non-financial agreement has been developed to serve as a model for State agencies, State and Local Workforce Development Boards and VETS staff to use in developing their Secretary's Agreement. This Secretary's Agreement was designed to fulfill the requirements of Section 322 of the Workforce Investment Act and can be attached by a state to its WIA plan to demonstrate its intent to meet the requirements of Section 112. Director, Veterans' Employment and Training (DVETs) are required to meet with the SESA Administrator or designee, the State WIB official(s), and each local WIB to discuss implementation of such an Agreement and the local conditions prevalent so that the Agreement can be adjusted to suit the needs of the board, the "host agency," if so structured, and all partners or partner agencies involved. DVETs will endeavor to bring together at the State and later at local, substate areas, the SESA representatives, Governors' selected WIA leads and partner agencies' staff. The intent of such meetings is to reach an understanding, using the model Agreement as a starting point, about the roles and relationships among the WIA service providers of how veterans will be served. Discussions will include the character of assistance to be provided at most service delivery points by DVOPs and LVERs who will assist, but not supplant, services to veterans and the services provided by staff representing the public employment service and other WIA service providers.

The model agreement format does not have to be used, but all Agreements must provide a description of:

A. Intake, assessment and registration process.

B. Mediated and non-mediated services available to veterans and other eligibles.

C. How veterans will be provided priority in placement services/activities (screening and referral on job orders, mass recruitment, job banks/talent banks), and referral to training opportunities.

D. Roles and responsibilities of DVOP and LVER staff

1. At One-Stop Career Centers
2. At Out-Station locations (VA and TAP)
3. LVERs program oversight responsibility
4. DVOPs outreach responsibilities

E. Roles and responsibilities of public employment service management and staff in the provision of services to veterans to include an explanation of:

1. Services to veterans in service delivery points where there are no DVOPs or LVERs assigned.
2. Who will supervise DVOPs and LVERs
3. Assistance/services provided to veterans by funded Wagner-Peyser program.

F. Case management services

1. Who will assign and manage case management services.
2. Maintenance of case management records.
3. Identification of those populations most in need.

G. Activities under the Federal Contractor Program and Federal Veterans Preference law.

H. Activities under the Uniformed Services Employment and Reemployment Rights Act of 1994.

I. Data Collection and Reporting:

1. Activity Reports
2. Cost reports
3. Performance Reports
4. LVER Local Office Reports

The Agreement will be subject to the approval of the appropriate Regional Administrator for Veterans Employment and Training (RAVET), and subject to the review of the Regional Administrator of the Employment and Training Administration in cooperation with that agency.

V. ACTIONS REQUIRED:

A. State agencies who are implementing the requirements of WIA are requested to begin discussions with DVETS in determining how services to veterans will be provided under WIA at the State and local level.

B. RAVETs will ensure that their DVETs are provided the guidance and support needed to ensure timely completion of the Secretary's Agreement on services to veterans required by WIA.

C. DVETs will review the requirements of the Act and ensure all designated WIA entities receive this VPL.

D. DVETS will offer and provide appropriate technical assistance to all those entities associated with State and local WIA planning, implementation and operations.

E. DVETs will identify and bring together the appropriate parties (the Governors' selected/designated WIA lead, SESA and partner agencies) to reach an agreement on the provision of services to veterans. The agreement is to be submitted 110 days prior to the planned WIA implementation date.

F. DVETs will report weekly to the RAVET on the activities and progress to obtain the Secretary's Agreement.

G. RAVETs are to immediately identify to the Director of Operations and Programs any WIA implementation policy issues.

H. RAVETS will review for completeness and approve all Agreements that meet the requirements of this Directive. Where problems are noted, RAVETS are expected to facilitate their resolution. Copies of all signed agreements are to be maintained in the Regional grant files with a copy provided to the Chicago Regional Lead Center.

VI. INQUIRIES: Inquiries should be addressed to the appropriate DVET or RAVET, as applicable. RAVETs may contact Stan Seidel of the National Office at (202) 219-9105.

VII. ENCLOSURES:

- I. Sample Agreement
- II. DVET Staff Directory

VIII. EXPIRATION DATE: September 30, 2000.

INFORMATION TECHNOLOGY SYSTEM INFRASTRUCTURE

Strategic Goals

The infrastructure of the State of California's workforce systems must change under WIA to support the integration of its many programs into a workforce investment system that is responsive to its customers. The State of California's Employment Development Department (EDD) has devised and is beginning to employ strategies to meet these system infrastructure challenges as part of the national employment security system administered by the U.S. Department of Labor (DOL). Service goals for these strategies include:

- ❑ Provide customer-centric service;
- ❑ Enhance the quality of communication among service provider partners;
- ❑ Adapt to the needs and characteristics of each local community served by a One-Stop Career Center;
- ❑ Support customer self-service to basic services whenever and wherever feasible, freeing up scarce on-site workforce resources;
- ❑ Maintain data security and confidentiality;
- ❑ Establish a performance-based accountability measurement system; and
- ❑ Provide access to individuals with special needs.

Mechanisms

The primary mechanisms of the statewide system infrastructure available to support the new workforce investment system are:

- ❑ The State of California's One-Stop Career Center System (OSCC);
- ❑ The automated Internet-based, self-service labor exchange system (CalJOBS);
- ❑ Local case management systems;
- ❑ Local and State level program management and fiscal management systems; and
- ❑ The Internet and a collection of private networks used by the State and its WIA partners.

EDD envisions developing these mechanisms by exploiting the promise of information technology (IT). The facets of the electronic infrastructure vision include:

- ❑ **User interface** - The IT environment will be user-friendly, with intuitive graphical user interfaces, interactive multi-media, and expert and decision-support systems providing customer-centric service. Customers may access the OSCC via the telephone, via a computer, or via personal service at a career center. Use of a combination of graphics, text, video, audio, and color to communicate enables EDD to make an increasing volume of data more accessible and useable to customers and service delivery partners. Multi-media support communicating with customers with non-English language needs and preferences, as well as those customers with minimal literacy skills.
- ❑ **Interconnection** - An interconnecting network will enable the customer to access information and to obtain services at times and locations convenient to the customer. This supports the business concepts of “single face of government,” “no wrong door,” and accessible “anytime, anywhere.” Customers will have improved access to a broader base of jobs or employees. The extended enterprise of employment and training, tax, and information providers will give immediate access to each participant.
- ❑ **Multi-tier architecture** - EDD will migrate to an integrated, distributed, networked, interoperable, multi-tier computing environment. Use of a continuum of desktop through mainframe computer systems provides comprehensive ability to access and maintain the department’s information assets. Multi-tier technology is essential to provide single-point accessibility to diverse sources of information to both EDD staff and customers. It provides integrated service delivery and leverages EDD legacy systems and databases for new business environments. Application components can be placed where they are the most efficient and effective.
- ❑ **Internet technologies** - EDD will use the Internet and related technologies to support interconnectivity with EDD partners, suppliers, and customers using diverse platforms and applications.
- ❑ **Data warehouses** - EDD will establish and maintain data warehouses to collect and store appropriate data from a variety of sources for use as an integrated information resource.

Other business infrastructure strategies include:

- ❑ **Co-location** - Integration of employment services (ES) into local employment training systems provide all services in a single location to customers.
- ❑ **Locally Driven Services** - Each local Career Center will have the flexibility to define how that center will operate within the OSCC. This means that each center must be able to meet the needs of its community by tailoring its functions and the supporting technology tools.

Implications

As of March 1999, EDD has staff co-located in 309 partner sites and 173 State owned or leased sites throughout California. Deployment of employment security staff and services into One-Stop Centers and the use of automated self-service labor exchange services allow more employers and job seekers access to services. This provides multiple entry points through electronic and physical access, and maximizes self-service availability to a threshold level of core services.

These core services can be divided into two groups. One group addresses employers needs and the other group addresses job, education and training seekers (JETS). Depending upon the sophistication and complexity of the site, the level of services (core) will vary among the sites. These core services include (but are not limited to) directory of services, self screening for program eligibility, occupational resource referral services, job service/employment information, labor market research information, intake assessment, job applicant data base job listings and talent banks. EDD does expect new levels of performance to be achieved through the collaboration of local and State One-Stop agencies, the collaboration of employers and service providers, the use of the latest technological tools, and the methodologies supporting continuous improvement.

Initially EDD will meet the technological requirements of WIA by leveraging existing systems and networks; however, these systems will need to be redesigned to track and report the new data elements required by WIA. This will impact almost all existing EDD processes and current data collection and reporting systems. EDD has initiated extensive gap analyses and migration planning.

Enhanced knowledge, skills, and abilities are required to pursue the mission and purpose of this initiative. Training new and existing employees is one of the ways EDD will achieve its goals to provide quality service to customers and improve employment outcomes.

By capacity building and through current and proposed technological systems, California will dramatically expand the number of job seekers and employers who use OSCC and labor exchange services. California's five-year targets conservatively call for an 80% increase in the number of job seekers using the system and a 60% increase in the number of employers using the system. Increased usage will produce a concomitant increase in reportable services and entered employment numbers.

EDD's Organizational Units Addressing Infrastructure

Several organizational units of EDD support and develop the infrastructure underlying the operation and management of the State's workforce investment system. They are Electronic One-Stop (EOS) Team, Job Service Division (JS), and the Job Training Partnership Division (JTP).

Electronic One-Stop Team

The One-Stop Project is currently an inter-agency project under the auspices of the State Job Training Coordinating Council (SJTCC). It implements the OSCC. The EOS team acts as the technology resource for OSCC. This system provides customer-responsive workforce services via the Internet, and networked kiosks and service centers. The OSCC provides diverse workforce services. Services for job, education, and training seekers include program eligibility self-screening, resource referral services, providing job services and employment information, intake and assessment, and unemployment insurance filing. Services for employers include referral to resources, access to job applicant data base, access to labor market information, access to economic development information, and rapid response to plant closures and substantial layoffs.

The OSCC supports the integration of education, job training, employment programs, services, and information to ensure they are delivered in a manner that is integrated, comprehensive, customer focused, and performance-based to meet economic and workforce preparation regional needs. This effort co-locates EDD staff with community-based organizations and local service providers to provide all partners' services in a single location to customers.

The EOS team assists California's career centers by providing information technology oversight, cultivating best practices, developing technical guidelines, developing a comprehensive consumer-oriented web site to facilitate access to work-related information and services, and supporting strategic planning for technology resources.

The EOS team focuses on the collection and dissemination of information on best practices, and the development and delivery of technical assistance for continuous improvement of service delivery. The EOS Team coordinates technical communication among workforce system groups. The team promotes the use of technology to expand access to services, to broaden the range of services available to the customer, and to integrate OSCC within the national employment and training system. It assists in the development of an "information-rich" environment that supports customer self-service through direct on-line access.

Under WIA, however, the future role of the SJTCC and its projects are unclear. Michael Bernick, Director of EDD, has established the California Office of Workforce Investment. This core team is identifying and developing the key

policy issues for the State Workforce Investment Board to address once it is established. Staff is also developing a communication strategy to include key partners in the dialogue on policy issues and their development. The implementation plans and activities will build on the previous work of the SJTCC and its One-Stop Task Force.

Job Service Division

The Job Service Division will also supply information for the strategic plan independently.

As part of the national employment security system, EDD's JS operates, with state merit employees, one of the largest public labor exchanges in the nation. California's labor exchange system is the California Job Openings Browse System (CalJOBS).

Under WIA the role of JS is enhanced within the One-Stop System as it integrates within the national employment and training system. JS will focus on the collaboration with WIA mandated partners to ensure core labor exchange services are offered at each comprehensive California One-Stop Center. The JS's goals are to increase customer satisfaction; deliver integrated, user-friendly job and career information through enhanced automated systems; and meet customer's needs by providing the choice between self-help and staff-assisted access to all labor exchange services.

JS operates Internet-based information systems to support its mission. America's Job Bank (AJB) is a valuable self-service tool for the JS program. In accordance with the clearance requirements in 20 Code of Federal Regulations 652.3(d), EDD transmits electronically all jobs listed in CalJOBS to AJB daily. JS is exploring the possibilities of aligning the California job listing and search functions more closely with AJB.

In support of the ongoing development of the OSCC, the JS is continuing its strategic relocation of staff to Career Centers with other employment and training entities. In the past, to ensure the coordinated delivery of services in the OSCC, the JS and its partners negotiated a number of agreements. The agreements defined roles and responsibilities of partners, identified joint planning for the provision of services to common customers and/or the development of projects that served identified community needs, and ensured coordination of employer job identification efforts. Under WIA, JS will formalize these agreements in memoranda of understanding (MOUs) with the local workforce investment boards. Additional issues to be addressed by the MOUs are: systems integration, collaborative marketing, capacity building, services and staffing, accountability, universal access, and administrative issues.

Job Training Partnership Division

The Job Training Partnership Division will supply information for the strategic plan independently.

Systems and Initiatives Providing Infrastructure

Electronic One-Stop Team

California WorkNet Website (CWN)

The California WorkNet is a prototype website <<http://www.worknet.ca.gov>>. This website provides workforce portal services --- information and services of the OSCC via the Internet. CWN provides customers with self-service access to national, State, and local labor-related information and services. It directs customers to information specific to their local area via a system of maps. If a local career center does not have its own website, CWN can serve as its website with information specific to it and its local service area. CWN provides addresses and contact information for each career center. CWN will require collaboration between all WIA partners to identify and maintain information appropriate for each subject category and geographical location.

Because it uses Internet technology CWN provides opportunities for collaboration and for increased effectiveness. For example, it provides career centers with the ability to work with partners and to serve customers not located at their physical location.

During its prototype stage, EOS is conducting a survey of career center staff to document its usefulness and to finalize the selection of services and features for the production web site.

Electronic One-Stop Architecture Study

On August 7, 1998 EDD contracted with Grant Thornton LLP (GT) to develop "an enterprise-wide technical architecture for the electronic one-stop project." In March, 1999, GT completed their contract by providing:

- ❑ A summary of key business drivers, technology trends, and architecture requirements for the career centers
- ❑ An architecture recommendation based on a conceptual and component architecture.

This study supplies a roadmap to the partners of the OSCC for the development of architecture capable of supporting their integrated workforce systems through standardized design principles.

California One-Stop Technology Effective Practices Conferences

The EOS Team produces one-stop technology effective practices conferences to address several goals.

- ❑ Educate and inform workforce development staff regarding effective technology practices.
- ❑ Provide a forum for workforce development practitioners to share ideas and strategies.
- ❑ Enhance the ability of WIA partners to collaborate.
- ❑ Enhance communication among the diversity of WIA partners and associates.

California Job Openings Browse System

EDD has implemented statewide CalJOBS, the electronic infrastructure for California's Internet-based labor exchange system. The system promotes employer and job seeker self-service. It is simple and convenient to use.

CalJOBS offers employers convenient access to the largest database of job seekers in California 24 hours a day at no cost. Employers may post job openings themselves from any site with Internet access. Similarly, job seekers may self-enroll, conduct searches through the database of job openings, self-refer, and post résumés. CalJOBS is currently available in English and Spanish.

In the future, usage of the system will be measured electronically, as will placement results, based upon a comparison of services tracked against wage records submitted through the unemployment insurance (UI) system.

EDD is conducting pilot studies of the National Federation of the Blind Jobline and other alternative strategies to improve access to the electronic labor exchange systems for those with disabilities. Jobline provides telephone access to the job listings in AJB. Jobline can benefit persons with visual impairments and other one-stop customers who may be unable to use computers to access this information. In addition to CalJOBS, local career centers are using smart card technology and other technologies to improve access to electronic labor exchange information. For example, EASTBAY Works utilizes a smart card that allows for tracking of activities within each One-Stop center and downloads information into the case records of customers. Best practices will be identified and disseminated.

Other CalJOBS-Related Systems

Two additional Internet-based systems have been developed and implemented for use in conjunction with CalJOBS by EDD and partner agency staff. The Program Activity Support System (PASS) is the client service and outcome reporting system. The Employer Contact Management System (ECMS) is the employer service reporting system.

The PASS is used by EDD staff to record the services that have been provided to job seekers, and by partner staff to review services provided to a client to avoid duplication of effort. The PASS records services, activities, and outcomes for clients of JS case-managed programs. PASS also provides periodic summary reports of activities for each program. A summary of services and case notes for individual clients are available to staff on line.

A component of PASS, the Activity Calendar and Event Scheduler (ACES), schedules and tracks services provided to JS customers. For example, it ensures that UI claimants receive re-employment services.

The ECMS is used by EDD and partner agency staff to maintain a shared record of contacts made with, and services provided to, employers in their local area. The employer record assists EDD staff and its partners to meet the employers' employment needs without duplication of effort.

Job Training Automation System

The Job Training Automation System (JTA) connects all career centers in the State of California to a central database of information via a State network. To support diverse interface options for the centers, it uses the TCP/IP protocol. The JTA system provides information technology support for the Job Training Partnership Act (JTPA) program. This support includes supplying the data processing needs of program management, financial management, intake assessment, participant tracking, reporting, performance management, and local partners. This is one of the assets available to EDD to meet the data processing and data communication requirements of WIA.

**CALIFORNIA'S NEGOTIATED PERFORMANCE LEVELS
FOR WORKFORCE INVESTMENT ACT PROGRAMS**

Customer Group	Core Performance Indicator	Program Year 2000	Program Year 2001	Program Year 2002	National Average
ADULT	Entered Employment Rate	66%	68%	70%	71%
	6-Month Retention Rate	74%	76%	78%	78%
	6-Month Earnings Gain	\$3500	\$3600	\$3700	\$3700
	Employment & Credential Rate	40%	50%	60%	60%
DISLOCATED WORKER	Entered Employment Rate	68%	69%	70%	77%
	6-Month Retention Rate	81%	83%	85%	85%
	6-Month Wage Replacement	85%	86%	88%	92%
	Employment & Credential Rate	40%	42%	45%	60%
OLDER YOUTH	Entered Employment Rate	55%	56%	58%	63%
	6-Month Retention Rate	70%	72%	74%	77%
	6-Month Earnings Rate	\$2500	\$2600	\$2700	\$3150
	Credential Rate	36%	42%	45%	50%
YOUNGER YOUTH	Skill Attainment Rate	65%	70%	75%	72%
	Diploma/Equivalent Rate	40%	42%	45%	55%
	Placement/Retention	40%	42%	45%	54%
CUSTOMER SATISFACTION	Participants	66	67	68	68
	Employers	64	65	66	66

**RESPONSE TO DEPARTMENT OF LABOR
ADDITIONAL INFORMATION REQUIRED FOR PLAN APPROVAL**

Plan Page 3

II.B. Reviewers noted that the questions posed in this section of the Plan remain largely unanswered. Please indicate the strategic goals set by the State Board for WIA implementation, and how the elements addressed in this section of the Plan will be met. Please provide more information, to the extent possible, explaining how the State will further streamline services through the One-Stop delivery system, and addressing the questions contained in this section of the planning guidance.

The California Workforce Investment Board (State Board) considers its principal responsibility to be development of a comprehensive, coherent California workforce development system, and will give high priority to the development of a vision statement that will guide State and local workforce system development over the next five years. The State Board committee structure is designed to help the State Board define the vision and goals for this system; the Operations Committee and the Systems Development subcommittee will have key responsibilities in this area.

The State Board and its committees will focus on setting goals that are aligned with the WIA's seven guiding principles. The State Board also will use the policy framework developed through a three-year state-level collaboration, "California Workforce Development: A Policy Framework for Economic Growth", to assist in setting workforce development goals and strategies. We anticipate that the State Board will use extensive public participation to assist it to define California's workforce development vision and goals, and will complete this task by December 31, 2000.

The State Board also recognizes that a articulated statewide system for comprehensive One-Stop service delivery is the structure through which workforce development customers' needs can be met. The State Board will undertake a systematic evaluation of the existing One-Stop facilities throughout the state and establish policies, performance expectations and certification standards for One-Stop access to services. The Executive and Operations Committees and Systems Development subcommittee will have key roles in this process. We expect the State Board to complete the initial evaluation and establish a policy framework for a comprehensive One-Stop system by the end of the 2000-2001 program year.

Plan Page 10

III.B.1a.vi. The Plan indicates that the State Board will use its interactive website to announce meetings and provide access to documents, reports, and other information. Please provide more specific information as to how the State Board will ensure access to meetings and information for people with disabilities.

The State Board and its committees will hold all meetings at accessible sites. Meeting notices will provide information on whom to contact for special accommodation. Upon

request all documents will be provided in Braille, large print, or on audio disc. The State Board will ensure that all of its meetings, including committee meetings and meetings held for public consultation on specific issues, comply with the Americans with Disabilities Act.

Plan Page 12

III.B.1c. On April 21, 2000, the California Office of Workforce Investment sent a letter to local chief elected officials transmitting the criteria that those officials must use to make appointments to local workforce investment boards. The criteria meet the requirements of section 117 of the Workforce Investment Act. That letter also encouraged chief elected officials to make application for local board certification, and advised that Private Industry Councils established under the provisions of the Job Training Partnership Act (JTPA) could be used until December 31, 2000. Please note that in order to meet the requirements of Sections 117 and 118 of WIA, local workforce investment boards must be duly constituted prior to July 1, 2000.

The application and certification procedures for Local Boards have been established. Local Boards will be certified by July 1, 2000.

Plan Page 13

III.B.1.d.ii. Sec.133 (b)(2)(B)(ii) requires that information used to develop the formula for allocating dislocated worker funds include declining industry data and farmer-rancher economic hardship data. The formula outlined in the Plan does not mention these sources. Please provide information how these sources were used to develop the allocation formula for dislocated worker funds.

Use of farmer-rancher economic hardship data and declining industries data was considered and received a zero weight in California's allocation formula. Our experience with these data indicate that they are volatile and not as significant in California as the variables selected for inclusion in California's allocation formula. There is a significant lag in the funding effect of variables considered in the formula allocation. Consequently, California has dealt more effectively with industry-specific issues through the Governor's discretionary funds. Further, the state formula addresses declining industries through the use of mass layoff statistics data.

With respect to the Governor's authority to place a zero weight on a variable referenced in Section 133(b)(2)(B)(ii). Section 133(b)(2)(B)(i) states that "...a state shall allocate the funds based on an allocation formula prescribed by the Governor of the State." In addition, this section provides that, "Such formula shall utilize the most appropriate information available to the Governor to distribute amounts to address the State's worker readjustment assistance needs." California considered all the information prescribed in section 133(b)(2)(B)(ii) and concluded that placing an equal weight on unemployment data, unemployment concentrations, plant closing and mass layoff data and long-term unemployment data provided the best distribution of funds to address California's worker readjustment assistance needs.

Plan Page 14

III.B.d.iii. Sec. 128(b)(1) and Sec. 133 (b)(1) require that the Governor consult with chief elected officials in the local areas prior to allocating adult and youth funds, whether by standard formula or discretionary distribution. Please provide information that indicates that such consultation occurred, along with a chart identifying the formula allocation to each local area for the first fiscal year.

Funding allocations were issued to local areas on May 17, 2000 in Information Bulletin WIA B99-14. A copy of this Information Bulletin is available on the internet at www.edd.ca.gov/emptran.htm.

Plan Page 23

III.B.1.h.ii. Consultation with local boards and local elected officials is required by the Act in several instances. Examples of such instances are: determining distribution of funds to local areas for youth activities and adult employment and training activities (Sec. 112 (12)(A)(ii); designating local workforce investment areas within the State (Sec. 116 (a)(1)(ii); and appointing and certifying a new local board for the local area pursuant to a reorganization plan developed by the Governor, in the event the Governor decertifies a local board (Sec. 117(c)(3)(A)(B) and (C). The Plan describes the consultation process for designating local workforce investment areas on page 23. However, a description of the consultation process for determining distribution of funds to local areas for youth and adult employment and training activities must be also be provided.

Consultation with local boards and chief elected officials was required prior to allocating adult and youth funds. This consultation occurred with the assistance of the California State Association of Counties (CSAC), California Councils of Government (CALCOG), the League of California Cities, and the California Workforce Association (CWA). These four associations announced to their memberships the launching of California's Workforce Investment System website. CSAC posted the information in their semimonthly leadership letter that is issued to the county administrative officers and each of the members of the board of supervisors of the fifty-eight counties. Both CALCOG and CWA provided their memberships with a link to the website.

This effort publicized the State Board meetings and the availability of the documents that were required for public comment on the website. At the State Board meetings held in January and March, 2000, and at six public hearings throughout the state, testimony was given on the "hold harmless" issue. All testimony was summarized and considered in the Governor's decision.

Plan pages 26-27, Attachment I-1

III.B.3.c.i. Attachment I-1 of the Plan contains draft preliminary policies and procedures, subject to establishment by the Governor, for the operation of the statewide Eligible Training Provider List (ETPL). The narrative indicates that preliminary procedures must be finalized by April 15, 2000. Please provide the final ETPL policies and procedures, and the date they were established by the Governor.

The final versions of the ETPL Procedures as published on May 23, 2000 for the use of State and local WIA agencies in the implementation of the ETPL are attached. These procedures may also be found on California's Workforce Investment Board's website at www.calwia.org as an attachment to the ETPL Directive issued by the Employment Development Department on May 23, 2000.

Plan pages 20-21; 32-33

IV.A.2. The Plan mentions that an independent evaluation and certification system for local One-Stop systems will be developed. Local partnerships will participate in the development of certification standards for consideration by the State Board. This effort will lead to uniform identification for certified One-Stop Centers.

However, to fully meet the requirements of Sec.112(b)(14), additional information is needed which addresses how: the Statewide policies for One-Stops adopted by the SJTCC's One-Stop Task Force will be incorporated into a State strategy for improving the One-Stop system; the State will help local areas identify areas needing improvement, and; the products listed in the Compendium of One-Stop Products will play a role in delivering technical assistance to local areas. Please indicate if the State intends to update or amend current policies and products.

Also needed is a description of how the State will address the challenges mentioned in the Assessment of Strengths and Improvement Opportunities section of the Plan (page 33) in the implementation of a fully operational One-Stop service delivery system. The State must also indicate whether State funding is available for One-Stop development.

Page 33

The One-Stop policies adopted by the SJTCC's One-Stop Task Force will be incorporated into California's strategy for improving the One-Stop system. These policies are found in the resource material listed in the Compendium of One-Stop products. These products form a foundation upon which the State Board can guide the development of a Statewide One-Stop System. Under the Department of Labor's One-Stop grant, state grant managers regularly visited 64 One-Stop sub-grantees, providing technical assistance and oversight. Under WIA, California will build on this experience as we assist local Workforce Investment Boards in bringing their One-Stop career centers into compliance.

The State Board staff, principally the Systems Development subcommittee, working with State and local agencies and local workforce investment boards, will advise the State Board on policies and products that need to be revised.

Implementation of California's WIA One-Stop delivery system will allow us to address the Improvement Opportunities specified in Section III.C. Among these Improvement Opportunities are:

- Achieving improved integration among automated platforms. The State Board Systems Development subcommittee and staff will lead a cooperative effort of state agency staff, representatives of local workforce investment boards, and vendors to determine

appropriate approaches and solutions based on our first-year experience with WIA One-Stop implementation.

- Resolving confidentiality and data-sharing issues. The Operations Committee and State Board staff will work with representatives of state and local agencies, local boards, and vendors to determine appropriate solutions.
- The Operations Committee and State Board staff also will facilitate the process for resolving administrative barriers to One-Stop co-location by considering such solutions as development of models and resources for local area use. Examples of these models and resources include Memoranda of Understanding, technical assistance guides regarding cost allocation and cost sharing in a One-Stop environment, and methods for streamlining negotiations for state partner participation in One-Stops. While some of these resources are now in their final stages of development, they all will need to be revised and refined on the basis of our experience with One-Stop implementation during the first few years of the WIA program.

California does not anticipate further investment of state funds into One-Stop infrastructure. Instead, the State's strategy will include investing in the development and delivery of technical assistance tools and identifying resources to promote effective implementation of the WIA One-Stop service strategy throughout the State.

IV.A.4

At this time, the State does not plan on applying for waivers or workflex authority.

Plan Page 37

IV.B.1. The Planning Guidance asks the State to describe the types of employment and training activities that will be carried out with the adult and dislocated worker funds allotted to the State by formula. Sec. 134(a)(2) lists the required statewide employment and training activities and Sec. 134(d) lists required local employment and training activities. The Plan points out that the State will provide State and local employment and training activities as required under WIA Secs. 132 and 134. The Plan does not describe allowable Statewide activities to be undertaken, explaining that the State Board will recommend said activities to the Governor, nor are the permissible local employment and training activities mentioned. A reference to the *Initial Local Planning Guidance and Instructions* indicates that local areas will be required to identify local employment and training needs consistent with WIA.

In summary, the Plan must describe the types of State and local employment and training activities for adults and dislocated workers to be carried out, including, to the extent possible, allowable State and permissible local activities. Information submitted in local plans based on the *Initial Local Planning Guidance and Instructions* will be useful in meeting the requirements for this issue, since, as indicated in the narrative, it inquires as to the local areas' employment and training needs and should include the needs of key customer segments.

Consistent with WIA Sections 111, 112, 132 and 134, and based on a summary of local area plans, the following employment and training activities will be provided with adult and

dislocated worker funds:

- Rapid response activities and additional assistance for local areas experiencing mass lay-offs due to plant closure or the experience of disaster;
- Dissemination of State list of eligible providers of training services as outlined in WIA section 134 (a)(2)(B);
- Comprehensive and specialized assessments of skill, aptitude, and work values;
- Group or individual career counseling;
- Career planning;
- Individual employment plan development;
- On-going case management;
- Short-term pre-vocational training;
- Occupational classroom training;
- On-the-Job Training;
- Customized industrial training;
- Workplace learning combined with related instruction;
- Skills upgrading and re-training
- Other activities as appropriate for local conditions and populations.

Because of California's size and the diversity among its local workforce investment areas, it is difficult to predict the extent to which each of these strategies will be used. After California has completed implementation of the structural and systemic changes that result from WIA, more definitive information will be available to describe how each area will employ these strategies to respond to its local needs, and how this affects statewide WIA operations.

Plan page 38

IV.B.2. California has not established procedures to assure coordination of and avoid duplication among the required and optional One-Stop partners. The previous local agreements referenced in the narrative will not necessarily include coordination among all WIA One-Stop partners. The Initial Planning Guidance and Instructions requires local areas to coordinate with all One-Stop partners and reflect these efforts in local MOUs. Until the State Board provides policy direction for local One-Stop partner coordination, local MOUs may not meet the WIA requirements. Please describe how the State will assure coordination and avoid duplication of services at the local level. Policy guidance documents that aid in this description may be attached. It will be helpful to know when the State Board will issue policy direction regarding this matter. Please discuss how the State will coordinate the Wagner-Peyser-funded labor exchange services with WIA core and intensive services to avoid duplication.

During implementation of California's One-Stop System, partners negotiated local agreements that form the groundwork for Memoranda of Understanding (MOU) required under WIA. California's Initial Planning Guidance and Instructions for WIA require local areas to coordinate with required and optional One-Stop partners to identify local service

needs. Agreements regarding how services are to be coordinated and delivered to meet local needs will be reflected in WIA MOU.

The Initial Planning Guidance and Instructions request local areas to describe their collaborative efforts, related MOU development, and to submit copies of the MOU with their local plans. Anticipating policy direction from the State Board about coordination and non-duplication of services, and changes in the WIA Final Rule, the State will develop Supplemental Planning Guidance and Instructions to gather more information about local system-building, service coordination and collaboration.

California's Job Service (JS) will continue to meet local labor exchange needs by providing, through the One-Stop system, the full range of services previously offered in EDD field offices. California also will continue to provide universal access to labor exchange services through the CalJOBS automated system. CalJOBS is an Internet based labor exchange tool that can be used as the primary labor exchange system in the One Stop Delivery system, providing job vacancy listings, as well as information about employers and employment opportunities, on a statewide basis. The CalJOBS system can be accessed by self-help, facilitated self-help, or staff-assisted service as needed through the One-Stop system, affiliated sites, or by customer access to the Internet.

California, through the Employment Development Department (EDD), the State Employment Security Agency, has established and disseminated policy and procedures, and developed a model to integrate and coordinate core and intensive services beyond CalJOBS in the One-Stop system. This policy includes the provision of services through the One-Stop system, a tiered service approach, and capturing information about customer satisfaction. Additionally, the JS participates in the State's Performance-Based Accountability system by providing information regarding client activity in specific case-managed intensive service activities. The attached delineates the model and shows the services that are non-discretionary (those required by law or regulation) while reserving resources to support discretionary core and intensive services (discretionary services are those that may be determined appropriate by the JS and Local Board to meet local needs).

The model will be used to determine the type and level of core and intensive services to be provided at the local level. It is intended to be a guide that provides local workforce investment boards with information about services that must be provided using Wagner-Peyser Act resources and also allows for the negotiation of additional core and intensive services, as the local Wagner-Peyser Act resources permit, to meet local service needs. The model will help during the negotiation process to coordinate the provision of core and intensive services by the Wagner-Peyser Act partner with those provided by other partners and to avoid duplication in the provision of labor exchange services.

As part of the State Board's development of a strategic workforce investment plan for the State that provides a systemic approach to service delivery, the Operations Committee will set priorities and develop a schedule to ensure that there is coordinated service delivery. The Operations Committee also will take the lead in developing policies to avoid duplication of services at the local level.

Plan page 40

IV.B.4. The State is to be commended for its description of coordinated service approach for limited English speaking individuals and older workers. However, more complete descriptions of the needs of other key customer segments, and how to meet their needs, is necessary. The Plan must expand upon the narrative, addressing specific approaches to meeting the needs of dislocated workers, displaced homemakers, public assistance recipients, women, minorities, individuals training for nontraditional employment, veterans, and individuals with multiple barriers to employment, including people with disabilities. The Plan must also state how it will ensure nondiscrimination and equal opportunity.

Dislocated Workers – Wagner-Peyser Act and JTPA Title III resources have been used to coordinate and provide services to dislocated workers. This partnership will continue under WIA. These services include providing Intensive Assistance Workshops (IAW) to dislocated workers who are unemployment insurance claimants. Unemployment insurance staff profile these claimants and refer them to an IAW. Rapid Response services are also provided using a variety of resources to ensure services are provided to meet the needs of the workers being dislocated. These services are based on early intervention with the employer, union, and community to jointly develop a plan of service that leverages the resources of local partners to assist dislocated workers.

California will continue to coordinate and expand these services through the One-Stop delivery system. One-Stop partners will continue to provide services available through their respective programs. Marketing and outreach efforts with employers and the community will ensure early identification and timely referral for dislocated workers. In addition, One-Stop Career Centers will be encouraged to establish job clubs which help highly skilled job seekers find employment.

Displaced Homemakers – As required in WIA, displaced homemakers will be served as dislocated workers. Every effort will be made to meet the unique needs of the displaced homemaker, including improvement of their educational skills and of their ability to qualify for employment that leads to self-sufficiency. One-Stop Career Centers will help provide displaced homemakers with the support services they need to become self sufficient in the workforce, e.g. childcare and transportation. The participation of county welfare departments will be an important component of service delivery to this group of clients.

Public Assistance Recipients - A portion of California's JS funds will be used for CalWORKs (California's law implementing the Personal Responsibility and Work Opportunities Reconciliation Act of 1996, PRWORA) JS services. The Employment Development Department and the Department of Social Services are coordinating four major welfare-to-work efforts. The first effort is designed to help local agencies use welfare-to-work funds effectively. The second effort has funded over 40 projects which target general long-term welfare recipients, welfare recipients with substance abuse issues and recipients with identified learning disabilities. Third, there are currently four pilot projects involving faith-based groups enrolling and working with welfare-to-work

participants. Last, "Welfare-to-Work Gap Projects" will identifies gaps in existing welfare-to-work training.

Disabled-The State will ensure that this population has equal access to information and services. California's State Department of Rehabilitation will play a key role in assisting the State Board and local boards serve this population. A State-level partnership has been convened to set the framework for technical assistance to local areas to ensure that they provide appropriate services to people with disabilities. This technical assistance will be directed toward One-Stop service providers and will emphasize methods to provide access to people with disabilities. The State will encourage local program operators and service providers to use innovative approaches to ensure that information and services will be accessible to this customer group.

In addition, the Employment Development Department and the Department of Rehabilitation have started job placement efforts in three sites, with three additional sites to be added by the end of this year. The Departments are closely monitoring job placements and retention. State policy and procedures will require local One-Stop Centers to identify barriers to employment for this population, help identify solutions and provide resources to enable the disabled the opportunity for self-sufficiency.

Services to individuals with disabilities using Wagner-Peyser Act resources are described in sections IV.B.4 and IV.B.8 of the plan. Traditional Wagner-Peyser Act services include identification of specialists at local sites to provide assistance in serving individuals with disabilities. Telecommunications Device for the Deaf or Teletypewriters are provided in One-Stop sites as appropriate. Additionally we have previously discussed the "California Initiative for Full Employment", a pilot project in partnership with between the EDD and the Department of Rehabilitation, which focuses on reducing barriers for employment of individuals with disabilities. California also operates, through the Employment Development Department and the Governor's Committee for the Employment of Persons with Disabilities, the Media Access Office, which provides individuals with disabilities access to opportunities and careers in the media industry.

Veterans – As described in Section IV.B.9, veterans are provided career development services through the One-Stop system. When veterans are identified they are given information about services ranging from services that can be accessed using self-help techniques to intensive case managed services using Wagner-Peyser Act resources, the Department of Veterans Affairs, or other service providers associated with the One-Stop system. A key element in providing services to veterans is basing the service on the needs of each particular veteran.

Dedicated veteran staff funded from Wagner-Peyser Act resources and other One-Stop staff ensures the veterans receive priority in job referrals. The CalJOBS system has been enhanced to provide a 24-hour hold to assure veterans receive priority. California also has aggressively sought DOL grants for services to veterans, and has committed substantial amounts of State funds to support local veterans' organizations in serving veterans.

Individuals with Multiple Barriers – Individuals with multiple barriers who are seeking employment are served through the ISP. They also may be served by the Job Agent Program, which is administered by the State Employment Security Agency (EDD) and targets individuals that are economically disadvantaged with multiple barriers to employment. The needs of the customer and a plan to meet these needs are documented in an individualized employment plan. The Job Agent provides or coordinates the necessary services using local resources of the One-Stop system. We cannot predict the extent to which contracted training will be used by local workforce investment areas to serve the populations defined in the law, including individuals with multiple barriers to employment. The State Board will evaluate this during the first WIA program year.

Plan pages 50-51

IV.B.14. The Plan does not describe State strategy for providing comprehensive services to eligible youth. The narrative indicates that the State Board has yet to focus on Youth issues, and may establish a special subcommittee to provide guidance and oversight to local Youth Councils. This subcommittee may also recommend methods of attaining the State's comprehensive youth services objectives.

To fulfill the requirements of Sec. 112 (18)(A)(C) and (D), the State must add substantial information to its response, including a strategy for meeting the Act's provisions regarding youth program design, how the State will provide comprehensive youth services, and meet requirements to assist youth with special needs or barriers to employment. Regarding coordination efforts with relevant programs, please elaborate on how, pending the establishment of the State Youth Subcommittee, the State will provide technical assistance to local areas, assure partnering at the State level, and encourage access to services for youth through the One-Stop system.

The State Board provided Local Workforce Investment Areas direction in requesting Early Implementation Youth Funds. These directions gave preliminary guidance for establishing Youth Councils, providing local youth activities, seeking partnerships with Job Corps, School-to-Career, Education, Youth Opportunity Grants, and implementing the partnerships through the One-Stop Career Centers. The Economic Analysis, Planning, and Systems Development Committee, in particular the Systems Development subcommittee) will provide leadership by advocating for California's youth. Specific guidance for youth issues, activities, and programs will come from this subcommittee by the fostering of communication between the State Board and Local Boards to ensure local youth programs conform to the Governor's priorities for workforce preparation programs.

The subcommittee will identify barriers to providing comprehensive youth services and meeting requirements to assist youth with special needs or barriers to employment. The Operations Committee will assist in the development of solutions to these barriers. The State Board will then be responsible for providing technical assistance, cataloging resources and programs available to assist local planning, and recommending the establishment of a minimum level of staff capacity. As Workforce Implementation

progresses over the next five years, modifications specific to youth issues will be made to California's plan.

Plan pages 50-53

IV.B.15. WIA legislation envisions moving away from one-time, short-term interventions for youth, and instead offering youth a broad range of coordinated services. The interim final regulations facilitate the provision of a menu of varied services that may be offered in combination or alone at different times during a youth's development.

It is critical, therefore, that the State address how it intends to meet the Act's provisions regarding youth program design. Please include an explanation of how California will maximize the effective use of resources in creating a more comprehensive workforce investment system to serve eligible youth. Describe how State level partnerships with economic development, employment and training services, welfare reform, and school reform, among others, will achieve a broad design framework that will assist local areas in meeting the needs of California's youth.

The Operations Committee (Committee) is comprised of members who bring knowledge of economic changes in California, and will represent, among others, the State departments responsible for CalWORKs (California's welfare reform law) and Welfare-to-Work programs. The Operations Committee members also include representatives from the Department of Education and Community Colleges. The Education partners will assist with identifying basic literacy issues and in furthering youth skills for employment. This Committee membership is designed to bring all of the responsible State agencies together in a partnership that can develop coordinated policies and operational responses to eliminate barriers to delivery of integrated youth services.

This Committee will coordinate with School-to-Career, Job Corps, Tech-Prep partnerships and other partners to address Youth issues and recommend policies and strategies for State Board consideration. The Operations Committee and the subcommittee will not meet until after July 1, 2000. The State Board will establish a meeting schedule for the first year of program operations. This schedule will incorporate the needs of the State Board's committees to identify and address specific program issues, including Youth program issues. The State Board will charge the Operations Committee and Systems Development subcommittee with providing leadership by advocating for California's youth and developing the policies and strategies that will ensure specific guidance for youth issues, activities, and programs will come from this committee by the fostering of communication between the State Board and Local Boards.

Plan page 53

IV.C.2. While the Plan addresses the State's intention to explore technology solutions to enhance customer service and improve entered employment outcomes, it does not discuss how staff capacity will be improved in these areas. A plan for building staff capacity should be an integral part of the State's efforts toward

continuous improvement of the workforce investment system. Please provide additional information about the State's planned efforts to assess staff development needs, provide appropriate resources to meet those needs, including coordination with anticipated expansion of technology, and how these efforts fit into an overall strategy for system improvement.

Existing capacity building efforts for workforce investment professionals will continue. One example is the effective practice forums held by the State for local One-Stop practitioners. Recently, there were two such forums held in the Northern and Southern parts of the State. Each forum had more than 300 in attendance. Participants were provided with updates, best practices - including information about the latest tools and resources available to them - and an opportunity to network with their peers.

In terms of a Strategic Plan for Capacity Building, the State Board has made specific assignments to two committees, the Operations Committee which is responsible for promoting the coordination of programs and services at the State level, and the Economic, Analysis, Planning and System Development Committee. In addition to exploring technology solutions, this Committee is responsible for local workforce investment issues. The Committee will work with local level partners to identify specific capacity building needs and recommendations for meeting those needs. The Operations Committee will coordinate with the State and federal level partners, work in conjunction with the other Committee to develop the overall Plan, ensure that the Plan is aligned with the State's Vision and Goals, and implement the Plan. A draft of the Plan will be available by March 31, 2001 and will be updated as needed for continuous improvement purposes.

California has fully deployed an automated labor exchange, CalJOBS, that allows job seekers and employers to access job listings or resumes respectively. This system allows staff in One-Stop Centers to place job listings for employers or to record services for case managed clients.

CalJOBS was developed several years ago and has undergone many changes since its inception, based on customer, staff and partner agency evaluation of its performance. Customers, partners and staff can offer comments on system performance or request changes for future system enhancements. Suggestions or requests can be made through:

- On-line customer satisfaction surveys which have free-form fields for comments and suggestions from job seekers and employers.
- Help desk staff who handle user problems with the system and get constructive comments on potential system improvements.
- A formal enhancement request process for staff or partners to submit ideas for system improvements or new features.

The suggestions received from these sources are used to identify new features or improvements to the CalJOBS system. Before the new features or changes are released, staff are informed of them and given instruction on their use. If necessary, training modules are developed and delivered to staff to ensure system functions are clarified and

that staff can easily operate within the system. General announcements are also made directly to the public on the new features on-line through general system announcements.

As a result of these efforts, CalJOBS will evolve in the upcoming year and several new enhancements are being considered including:

- Expanded linkages to America's Job Bank and other job search sites and employment and training sites. This allows networking with other service providers at the One-Stop with quick links to their Internet sites and systems.
- Spanish translation of job listings for monolingual Spanish speaking job seekers.
- Voice technology for use by disabled clients to access the system or for use by staff to input job listings faster.

As CalJOBS is enhanced, the Employment Development Department will expand marketing the system to employers and job seekers in the context of the overall One Stop Delivery system.

Although job seekers who are comfortable with electronic systems are encouraged to use the system without assistance, those who prefer staff assistance with personal computer use and/or Internet navigation, or require help accessing services, can obtain assistance through staff within the One-Stop system.

CalJOBS also has the capacity for employers to directly enter their own job orders into the system and employers are encouraged to use this feature. Staff who contact employers to obtain job listings discuss the use of the system and to facilitate employers' placing openings into CalJOBS without staff assistance. As with job seekers, staff are available to assist those employers who prefer assistance with entering orders or require help in system navigation.

Plan Pages 54-55

V.B. WIA requires a common data collection and reporting system for the programs and activities carried out by One-Stop partners listed at Sec. 112 (b)(8)(A). Because the State does not yet have such a system, please submit a time frame for the transition from the JTPA to the fully operational WIA tracking system.

The State currently has a common data system, the Job Training Automation (JTA) system, used by the State and the local partners to track JTPA and Welfare-to-Work (WtW) participants and report local participant and expenditure data. This system currently includes common data elements and definitions used by the JTPA and WtW program operators. The transition from this system to a WIA reporting system will happen in two phases:

The State is currently modifying the existing statewide JTA system to capture the data elements necessary to meet the DOL data reporting requirements and monitor performance under the WIA. This initial system modification is being developed based on the current participant and expenditure reporting requirements provided by the DOL to the

early implementing states. These system changes, along with the necessary local reporting guides, will be available to the local entities no later than June, 2000. With the system modifications currently in process, the JTA system will enable the state to meet WIA data tracking and reporting requirements. During this phase the State will impose no reporting requirements on the local partners beyond those required by the DOL.

The current system has the demonstrated capability to produce a data file for matching to California's quarterly base wage record system. In this initial phase of the WIA implementation, the State will use the base wage matching procedures established for the Welfare-to-Work Program. These procedures require the local administrative entities to electronically transmit data on enrolled participants, including the participant's social security number, to the State on a quarterly basis. These data are matched to the quarterly base wage records by staff in the EDD Labor Market Information Division (LMID) to obtain pre- and post-enrollment information, as necessary. This outcome information is returned to the State Program staff within 25 business days after submission to the LMID. The results of the match are disseminated to the local areas shortly after the match is completed.

Because the local One-stops are the primary operators for the WIA and integration of the local partner operations is a critical element of successful program operations, the State understands that the current JTA system may not provide all the system components or the flexibility required for the WIA. Consequently, the State, in partnership with the local operators, is currently completing a Feasibility Study Report to determine and evaluate the automated system options available to the State for facilitating and tracking program operations under the WIA.

Plan page 58

V.E. As part of the overall approach to performance management and accountability, WIA calls for a system to gauge the effectiveness of continuous improvement efforts in meeting negotiated performance levels. The narrative mentions the State's comprehensive performance system for measuring outcomes.

Please elaborate on how the State and Local Boards will use this system to evaluate performance. Include examples of the types of data that can be generated from this system and how they will be used to inform State and Local Board evaluations of performance. It is also necessary to discuss the corrective actions, such as those listed at Sec. 136 (h)(2)(A), that the State will take in the event performance falls short of expectations. Include the provision of technical assistance to local areas in this discussion.

Since submittal of California's State Plan, the State Board has established its subcommittees, and the Performance Based Accountability (PBA) Committee held its first meeting on May 23, 2000. Committee membership includes representatives of education, vocational rehabilitation, and other workforce preparation agencies, as well as private and public sector members of the State Board. At subsequent meetings the PBA Committee will consider the role of the Performance Based Accountability System for California's Workforce Preparation Programs in relation to the WIA Title IB reporting at state and local

levels.

In the interim, the State has evaluated performance of the JTPA program under the new WIA Title IB core performance measure and customer satisfaction definitions. Information from this WIA measure analysis, and historical information of employment rate and earnings change measures of the PBA System, has assisted the State in understanding past performance using base wage file matching.

Provision of technical assistance is currently the responsibility of state regional field representatives. The State Board will be involved in submitting the State's annual performance report, and at a minimum, will consider sanctions against local areas for substandard performance according to policies established by the State Board.



Lawrence Gotlieb
Chairman

Christine Essel
Vice Chair

California Workforce Investment Board



Gray Davis
Governor

December 22, 2000

Mr. Armando Quiroz
Regional Administrator
U.S. Department of Labor
Employment and Training Administration
Post Office Box 1973767
San Francisco, California 94119-3767

Dear Mr. Quiroz:

On behalf of Governor Gray Davis and the California Workforce Investment Board, I am pleased to submit our response to the Department of Labor's letter of June 29, 2000, requesting further development of the following Workforce Investment Act (WIA) implementation elements: workforce development vision and goals; comprehensive youth services strategy; and strategic plan for staff capacity building.

The State Board, its committees, and staff worked diligently over the last six months to convene partner work groups to ensure their participation in developing these products. Such work groups included representatives of the California Department of Education, California Department of Social Services, the Chancellors office of the California Community Colleges, the Department of Rehabilitation, the Employment Development Department, local Workforce Investment Boards and school districts who contributed their ideas. These documents were also posted on our web site to facilitate public access and comment. A final review of these issues and products was conducted at the following four public meetings:

- October 16 and November 20, 2000, joint meetings of the Operations Committee and Economic Analysis Planning and Systems Development Committee;
- December 1, 2000, Executive Committee meeting, where all three documents were further reviewed before being forwarded to the full State Board;
- December 14, 2000, full State Board hearing, where documents were reviewed and approved for submission to the Department of Labor.

Armando Quiroz
Page 2

Our next step will be to incorporate the attached documents along with all other information that we have submitted to you in the past into a final, consolidated *Strategic Five-Year State Plan (State Plan)*. This *State Plan* will serve as the basis for California's implementation of the WIA and also as the point of departure for subsequent modifications. I anticipate forwarding you a copy of California's *State Plan* early in the year 2001.

I would also like to take this opportunity to thank you for the assistance provided by you and your staff in California's transition to the Workforce Investment Act. We look forward to continuing our work with you. Please call upon Ms. Anna Solorio, Acting Chief of Staff, (916) 324-3352, if you have any questions or need further information.

Sincerely,

GLENN ROSSELLI
Undersecretary,
California Health and Human Services Agency
Acting Executive Director
California Workforce Investment Board

Enclosures

Cc: Mr. Grantland Johnson, Secretary, California Health and Human Services Agency
Mr. Larry Gotlieb, Chair, California Workforce Investment Board
Ms. Christine Essel, Vice Chair, California Workforce Investment Board
Mr. Kenneth Burt, Chair, Economic Analysis, Planning and Systems Development
Mr. Victor Franco, Chair, Performance Based Accountability Committee
Ms. Anna Solorio, Acting Chief of Staff

California Workforce Investment Board
Response to Department of Labor
Vision and Goals

V I S I O N

In order to achieve sustainable economic growth, meet the demands of global competition in the changing economy, and improve the quality of life for Californians, the State shall have a collaborative, inclusive and flexible workforce development system that fully engages the public and private sectors, integrates education and workforce preparation, and offers Californians lifelong opportunities to maximize their employment potential.

G O A L S a n d O B J E C T I V E S

Achieving Economic Growth

GOALS: Promote private and public sector partnerships that drive change, and meet the needs of the changing economy.

OBJECTIVES:

- Provide Labor Market Information that is accurate, timely, dynamic, and supports our knowledge base of industry clusters and regional economies.
- Encourage and test new methods for research to understand the needs of industry clusters, improve program design and streamline service delivery.
- Foster mutual public and private sector confidence to ensure goals of change and economic growth.
- Project trends and develop strategies to meet the demands of economic growth and a changing global economy.

Demands of Changing Economy

GOAL: Develop systems to bridge employer needs and job seeker skills required by the changing economy.

OBJECTIVES

- Ensure that training focuses on occupations with strong job prospects.
- Ensure workforce development efforts are linked to economic development.
- Use technology to facilitate communication within the workforce development and labor exchange system.
- Define essential employability skills to set a standard for consistency in California's workforce development system.

- Enable regional economies to drive the workforce system.
- Build the skill sets necessary for an effective One-Stop system at the local level.
- Research and use technology to develop and implement statewide skills training.
- Promote workforce levels for basic community services in health, education and protection sectors.

Quality of Life

GOAL: Provide meaningful guidance to all persons seeking employment or training which will result in employment and self-sufficiency.

OBJECTIVES:

- Develop delivery systems through education and workforce preparation that nurture human potential and confidence.
- Establish standards for self-sufficiency and define a livable wage for Californians.
- Value all professions that provide necessary support functions (i.e. child-care workers, in-home health care) by supporting a livable wage.
- Build flexibility into the system to fully engage public and private sector partners and offer all Californians the opportunity to maximize their potential.
- Build linkages and support for transportation and child care services.

Collaboration

GOAL: Assure the collaboration of all partners toward the development and implementation of a mutually beneficial workforce development system.

OBJECTIVES:

- Encourage partnerships to meet the needs of two customers: employers and workers who need training, education and skill upgrades.
- Encourage “high-road partnerships” that establish productive institutional relationships between employers and unions.
- Establish a structure that works with existing governing bodies.
- Ensure efficient and effective data sharing between domains without sacrificing confidentiality.
- Develop incentives to drive collaboration at the local and State level.
- Engage the public, private, and education sectors, including community-based and faith-based organizations, in the local workforce investment system to meet customer expectations.

- Improve access to services for employers and participants by breaking down institutional barriers between the various entities to create a seamless delivery system.

Inclusion of Various Populations

GOAL: Assure the workforce investment system identifies and meets the needs of populations with multiple barriers to employment.

OBJECTIVES:

- Assure universal access for all of California's youth, job seekers, adult workers and employers.
- Address the many languages spoken in California by developing a workforce investment system that nurtures multicultural strengths and addresses multicultural needs.
- Assure that the workforce development system is accessible and useable by persons with disabilities.

Regional and Local Accountability

GOAL: Develop state, regional and local strategic planning, evaluation and accountability systems that advance the State's workforce development system. Create a more accountable workforce investment system by constructing performance measures that 1) reflect outcomes; 2) incorporate principles of continuous improvement; and 3) relate to goals.

OBJECTIVES:

- Build in flexibility to ensure that State and local delivery systems respond to local and regional needs.
- Define roles and responsibilities of local and state boards.
- Build an accountability system that is data driven, outcome based; and, where appropriate, builds upon existing accountability structures.

Education / Youth

GOAL: Develop a comprehensive youth workforce development system that links local community, youth development, and education stakeholders.

OBJECTIVES:

- Develop outreach/recruitment systems to ensure that all youth have the opportunity to access an education and career path that leads to a productive future.
- Encourage and sustain California's entrepreneurial spirit by developing a delivery system that enhances confidence needed to succeed.
- Engage the education system in workforce development by connecting school to work.
- Promote career paths by encouraging pre-apprenticeship programs that engage youth.

Maximize Employment Potential

GOAL: Develop statewide and local systems that encourage self-sufficiency by 1) ensuring that all those who work or are willing to work have access to job and placement opportunities leading to at least a minimum standard of living; 2) minimizing non-economic factors that impede participation in the workforce; and, 3) recognizing the contribution to California of all persons who work or seek to improve their skills through training and education.

OBJECTIVES:

- Assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low wage workers in moving up the job ladder by developing a wage progression strategy for low-income workers.
- Incorporate a move-up strategy within identified segments of the workforce development system to continuously improve the knowledge and skills of every person in the labor force and ensure opportunities for career development and increased earnings.
- Encourage training and education to allow for career growth and upward mobility for incumbent workers especially the working poor, by focusing on career ladders, job mobility, and life long learning.
- Establish a structure that provides training in core skills to fit into various occupations.
- Increase access to employment training opportunities by developing necessary support services such as transportation and child care, especially for "after-hours," week-end, and extended-hour availability.

**California Workforce Investment Board
Response to Department of Labor
Capacity Building Strategic Plan**

This plan provides an overview of the California Workforce Investment Board's strategy for workforce investment capacity building over the next three years. Capacity building is defined as the systematic improvement of job functions, skills, knowledge and expertise of the personnel who staff workforce investment systems in California. The strategic plan addresses what California's workforce investment partners must do to successfully carry out its mission and achieve the vision for capacity building within the State's workforce investment system.

Mission

The mission is to promote a capacity building system that effectively connects people, learning and work.

Within this context, the capacity building system comprises several elements. These include a comprehensive curriculum of training topics related to workforce investment requirements and effective practices. Technical assistance is another key component of the system that may take many different forms. Also, system resources will be clearly identified in conjunction with assessing capacity building needs for different target audiences.

Vision

California will have a statewide capacity building system that is both inclusive and responsive to partner needs within workforce development communities.

To achieve this vision will require the active participation of all of the workforce investment partners in California, including most state workforce development programs and Workforce Investment Act partners, including the 19 mandated One-Stop participant agencies. We will need to develop systems that allow for communication among all partner members to ensure that their training needs are met.

Values

Quality:

Quality capacity building products will be developed including training, technical assistance and information resources for California's workforce investment system.

Customer-driven:

A customer-driven system of capacity building will be established that will include teamwork for obtaining input from our partners in the development and delivery of all capacity building efforts.

Timely:

Timeliness in the development of capacity building products will be paramount so that our customers receive the information they need to conduct their work effectively.

Flexible:

Flexibility must be incorporated into the capacity building products to ensure they are adaptable to a variety of training venues for our partner agencies, whether urban or rural, large or small.

Continuous Improvement:

Continuous improvement will be incorporated into every product developed to ensure that capacity building efforts remain current in a changing workforce investment system.

Goals and Objectives

GOAL 1: Provide technical assistance for workforce development programs supported by federal workforce investment funds.

OBJECTIVES:

1. Provide technical curricula for WIA compliance topical areas.

By December 31, 2000, provide training on ten technical compliance topics for 5,000 customers.

For Program Year 2000-2001, develop and provide training for six additional compliance topics for 3,500 customers.

For Program Year 2000-2001, provide additional training for six “effective practices” topics for 2,500 customers.

2. Develop information infrastructure to support capacity building efforts.

The WDB will communicate information about workforce development capacity-building efforts to stakeholders and customers in a variety of ways.

- Publish a monthly newsletter

- Maintain a calendar of events
- Develop and maintain of a common web site devoted to workforce development capacity building activities and information
- Jointly plan capacity building efforts
- Develop needs assessment surveys to gather customer feedback and assess needs
- Establish and facilitate a workgroup of partner agency representatives to coordinate and plan capacity building efforts.

The State Board is sponsoring a Feasibility Study Report (FSR) for the establishment of common electronic media. Capacity Building will be a key component of the FSR.

GOAL 2: Fully assess California's capacity building needs and resources.

OBJECTIVES:

1. Maintain a consistent dialogue with customers through focus groups, work group meetings and surveys.
2. Identify training requirements at several different levels: supply and demand, marketing, delivery methods, volume, timing and training content.
3. Identify specific learning objectives for individual training competencies.
4. Identify Technical Assistance and Training Resources.

In conjunction with our partners, the WDB will identify available capacity building resources throughout the State to coordinate service delivery. Partner agencies include the California Workforce Association, the Department of Labor Employment and Training Administration, and WIA-funded programs such as Local Workforce Investment Areas (LWIAs), the California Department of Education, California Community Colleges, the California Department of Social Services, etc.

5. Work with the State Workforce Investment Board to develop a state policy regarding the use of WIA funds for capacity building purposes.

GOAL 3: Develop alternate training methods to increase training opportunities within existing resources.

Alternative training methods will need to be explored and adapted in a manner that continues to provide quality customer service and fulfills the Department's responsibility as the administrative entity for WIA.

OBJECTIVES:

1. Increase the number of training opportunities by providing training in larger forum settings. Develop regional forums and alternate instructional methods to provide additional training opportunities, wherever possible.
2. Explore alternate training modalities:
 - a) CD-ROM Applications: The Missouri Training Institute, in conjunction with the Employment and Training Administration (ETA), has developed CD-ROM training applications under JTPA. Some training topics under WIA may be addressed through this fashion. Distribution costs are low, but updating content can be expensive.
 - b) On-Line Learning: Models using this concept include Internet-Based training sites, and interactive training models. Such models are resource-intensive for staff preparation (dialogues are scripted and programmed). Simpler approaches may be desirable, (e.g., on-line learning guides, on-line informational resources). Updating content may be accomplished more quickly and less expensively than with CD-ROM.
 - c) Q&A/Help-Desk: Under the JTPA Amendments, this approach was used to quickly convey technical program information to large groups with some success. Under WIA, several topics may be suitable for this approach. There is an accompanying hidden cost associated with this model to structure responses and catalogue information to construct appropriate policy guidance.
 - d) Video/Audio Replication: This has been accomplished with some success. However, this method is also resource-intensive at the front end for scripting and editing, and updating content can be concomitantly expensive.
3. Define and develop effective training strategies to balance customer needs against available resources and technology.
 - Defer “best practices” and soft skills training to focus on administrative and critical compliance requirements.
 - Break down training topics into training “bits” that allow for a customized, modularized approach.
 - Base learning objectives on staff competencies as opposed to general knowledge.
 - Wherever plausible, replace personal instruction with more efficient, alternate strategies.

GOAL 4: Establish and Maintain Partnerships

Collaboration and partnership are key elements in providing high quality training services. With the assistance of the State Workforce Investment Board, the EDD/WID will work with representatives of the Employment and Training Administration and the California Workforce Association to assure that our joint effort effectively addresses WIA program issues, appropriate guidance and concerns. Coordination will further ensure that limited resources are efficiently administered. This will include joint planning efforts and sharing the workload in providing timely, consistent training products. This approach may also involve staff resources at the local level in order to expand training opportunities.

OBJECTIVES:

1. Work with State agency stakeholders will develop a coherent capacity building plan for workforce development programs.

These stakeholders include:

- The U.S. Department of Labor's Employment and Training Administration, Region VI
- The U.S. Department of Labor's Veterans Administration
- The California Department of Education (CDE)
- The Chancellor's Office, California Community Colleges
- Employment Development Department
- The California Department of Social Services (CDSS)
- The California Department of Mental Health
- The California Department of Aging
- The California Department of Industrial Relations
- The California Department of Rehabilitation
- California Department of Alcohol and Drug Programs
- California Trade and Commerce Agency
- The California Workforce Association (CWA)
- The California Association of Private Postsecondary Schools
- Bureau of Private Postsecondary Vocational Education

At the State level, the Workforce Development Branch, Employment Development Department (EDD) has the responsibility to administer many operational aspects of then WIA. Internal EDD partners include the Labor Market Information Division, Job Service Division, and Governor's Committee for Employment of Disabled Persons, Veterans'

Employment Service, and the Unemployment Insurance Division. In addition, the EDD coordinates its activities and functions with several other Departments, the California Health and Human Services Agency and the U.S. Department of Labor's Employment and Training Administration (national office and Region VI). Coordination occurs when several external organizations and associations deliver services to local areas including the California Association for Local Economic Development (Cal-ED) and the Employment Training Panel.

At the local level, partners and customers include Local Workforce Investment Areas, One-Stop partner agencies including representatives from the agencies listed above, local school districts, Regional Occupational Programs and Centers (ROP/C's), faith-based organizations, community-based organizations and local training providers.

Challenges

Increased demand

Under WIA, the target training audience has significantly expanded, requiring a shift in business operations pertaining to training. Under JTPA over the last few years, an annual average of over 3,000 local practitioners received training. Under WIA, the potential training audience is expected to, at minimum, triple in size. Several factors are responsible for this increase.

- WIA, as a new workforce program, has several new program components that were not part of JTPA. Examples include components such as Individual Training Accounts, the Eligible Training Provider List, and universal access.
- While several WIA program components are somewhat similar to JTPA (e.g., performance standards and measures), there are significant changes. For example, under JTPA there were six performance measures with associated incentives and sanctions. Under WIA, there are 17 separate performance measures with an entirely different, longer-term measurement system.
- Under WIA, the service delivery system is exclusively operated through the local One-Stop centers. With JTPA, approximately half of the Service Delivery Areas operated "in-house" programs. This change represents a significant increase in the number of service points for the WIA program with related staff training issues. For example, in Sacramento, the Sacramento Employment and Training Agency (the former Service Delivery Area) now operates 17 One-Stop centers under WIA.

WIA reporting requirements

In addition to quarterly and annual aggregate reports, WIA requires an individual electronic record for each customer served. This is the WIA Standardized Record Data (WIASRD, pronounced "wizard"). Under WIA, as under JTPA, financial data are reported both quarterly and annually. However, participant data were reported only

annually under JTPA, while WIA requires quarterly participant reports. These reports will be aggregated at the national level to determine whether the State has met performance criteria, including whether California will share in the \$100 million available for incentive grants nationwide.

Failure to meet performance criteria will result in sanctions. Under JTPA, funds for incentives and technical assistance were allotted to each state, and states determined how those funds were to be distributed at the local level, based on performance. The stakes are much higher now, and this priority must be recognized in developing technical assistance strategies.

**California Workforce Investment Board
Response to Department of Labor
Comprehensive Youth Services**

“The State Board will develop a strategy for meeting WIA’s provisions regarding youth program design, providing comprehensive youth services, and assisting youth with special needs or barriers to employment. This strategy will address maximizing the effective use of resources and State level partnerships to create a more comprehensive workforce investment system to serve eligible youth. The State Board will complete this activity by December 31, 2000.”

Source: Department of Labor (DOL) correspondence to the Honorable Gray Davis, June 29, 2000.

The State Board will provide a forum for the development and implementation of a collaborative, inclusive, and flexible youth service strategy for California. Success is dependent on active public, private, and local partnerships in developing a comprehensive statewide youth program.

A mission statement for California’s youth services strategy, based on input from partners in workforce development, voices the following goals:

The State shall have an integrated education and workforce preparation system which will provide youth with the opportunities to achieve career goals, prepare them for life long learning, and allow them to successfully compete in the labor market.

California Workforce Investment Board Leadership Role
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California has adopted a strategy that builds on the strengths of the State Board and the expertise of State and local partners.

Two State Board Committee efforts have been established to strategize youth services on an ongoing basis. The Operations Committee was designed to bring together chief workforce policy-makers in State government including the Secretary of the Health and Human Services Agency; the Director of the State Department of Rehabilitation; the Director of the Employment Development Department; the Superintendent of Public Instruction; the Chancellor of the California Community Colleges; the Director of the Department of Social Services; and the Secretary of Trade and Commerce. These individuals directly influence state policy with regard to youth services as well as other facets of workforce investment.

The Operations Committee will identify barriers to comprehensive youth services and employment for the purpose of fostering the development of services to fill these gaps. This Committee further brings together the expertise and the resources to facilitate staff capacity building for both State level administrators and local youth providers. Finally, the Operations Committee members are developing a strategy for a long range State partnership to identify adequate resources for workforce development including youth services. With the realization that early intervention services to assist youth with barriers to employment are a wise public investment, it will also develop service delivery solutions for special target groups. Because services are often needed from several agencies and programs, policies to assure effective coordination are being established.

Bringing in the expertise of labor and private business, the Local, Youth, and Special Needs Subcommittee has been established as a working group of the State Board Economic Analysis, Planning and Systems Development Committee. This subcommittee considers youth workforce development issues on an on-going basis and provides a statewide forum for local and youth oriented concerns. The subcommittee also identifies barriers to providing youth services; assists the Operations Committee in identifying gaps in service to youth with special needs; and provides recommendations for youth services and standards.

The Operations Committee is working jointly with the Local, Youth and Special Needs Subcommittee to identify components for a comprehensive youth plan for the State, including targeting youth with barriers to participation and employment and identifying potential solutions. Their charge is to develop strategies and recommendations for the State Board in general to adopt as policy for youth service delivery within the context of the overall State vision and goals for workforce investment.

Finally a State and local youth partner workgroup has met on an ad hoc basis to consider elements of a strategic plan for comprehensive youth services for California. It assisted in the development of both the initial, Abbreviated Youth Plan for the State, as well as the integrated youth strategy in response to the Department of Labor. An expanded workgroup comprised of representatives from each of the State WIA partner agencies, Local Workforce Investment Board staff, local school districts, and other organizations serving youth will be formalized. The Interagency Youth Network (IYN) will be developed to provide the State Board with expertise in customer service and youth issues. The Network will bring to the table, customer service expertise and understanding of youth issues and concerns and will make recommendations for consideration by the Operations and full Economic Committees.

Information Sharing

The State Board has placed a priority on continuing to provide leadership for the provision of high quality youth services throughout California and maintaining a continuum for effective communication. The State Board, with input from the IYN, will provide oversight and guidance to three major efforts underway to develop comprehensive youth services on a statewide basis:

1. Forums for information sharing at both the State and local level including plans for a Statewide Youth Conference and additional events for increasing the statewide knowledge base with regard to both youth services and general youth development;
2. Creation of an interactive youth web site including linkages to direct service providers; information and communication linkages for youth customers; and statewide youth advocacy organizations;
3. Dissemination of Best Practices information to be shared through print and electronic media as a mechanism for both information-sharing and capacity building efforts to further promote the continuous improvement of youth service elements.

The purpose of these efforts is listed below:

- 1) To increase knowledge of youth providers and services and to more effectively market quality services for youth;
- 2) To develop strategies for continuous improvement of the system while working to overcome barriers to information and data-sharing among the programs which serve youth;
- 3) To create a forum for local youth council capacity building;
- 4) To inform youth about youth service providers and services.

Local Flexibility and Control

The formation of youth councils at the local level and local plan content reflect a variety of approaches to comprehensive youth program design elements. Local Plan content provides concrete examples, not only of how the partners may interact in planning comprehensive services, but also of how California may meet the goals of both the State Board and WIA in general. A consistent theme is the importance of the youth council's role in making sound youth policy recommendations to Local Boards as well as recommendations for both local plan and MOU amendments, and for youth provider funding. A strategy for both

consistent information sharing and for local flexibility is to share Best Youth Practices with all Local Boards. Another strategy is to link WIA Best Practices for youth with educational standards where applicable and to look at statewide youth development policy within this venue.

Local areas also describe a variety of connections between youth services and local One-Stop systems as illustrated below:

- Development of career resource libraries for youth within physical, One-Stop sites;
- Youth field trips to One-Stops from local schools with participation of instructors and school administrators;
- Hiring of youth specialists or youth counseling staff;
- Creation of labor market or career development information for youth;
- Creating a “draw” for neighborhood-based youth in the form of after school programs, community service or programs emphasizing the arts or recreation;
- Situating One-Stops at middle or high-school sites;
- Creating linkages with neighborhood-based youth community efforts (Boys and Girls Clubs or Salvation Army recreation programs as examples);
- Building cross-training and joint marketing into the One-Stop system with Job Corps and other national programs.

Assisting Youth with Special Needs or Barriers to Employment

A key element for both State and local planning efforts has been the identification of youth with barriers to employment and the strategies within One-Stop systems to serve them. In terms of comprehensive policy, the State Board will work to systematically change the traditional way categorical programs provide services to ensure access not only in terms of geographical or physical capacity, but also through the simplification of definitions, eligibility criteria, and application processes. At-risk youth with special needs or barriers within the context of WIA service strategies include:

- “Younger” youth (aged 14-18);
- “Older” youth, aged 19-to-21;
- In-school youth;
- Out-of-school youth (for which 30% of local youth funding must be expended)
- High school drop-outs;
- Foster care youth;
- Incarcerated or probationary youth;
- Limited English Speakers;
- Refugee youth or youth from immigrant families;
- Youth with physical or mental disabilities including learning and psychiatric disabilities;

- Inner-City youth, impacted by higher crime rates and urban blight;
- Rural youth with the need for increased transportation and information access assistance;
- Pregnant and parenting teens;
- Illiterate youth or youth with other educational deficits;
- Substance abusers or survivors;
- Homeless youth;
- Emancipated youth.

Effective Use of Resources and State Level Partnerships

Starting with the State Board and its committee structure and resources, the shared vision for addressing the many needs of youth with barriers must include the bigger picture when it comes to stakeholders within youth communities. At the State level, a number of partnerships exist to address some of the specific barriers listed above. Many of these programs serve more than one group as reflected in the brief descriptors following each program. While these are considered State level partnerships, each has local outlets toward the service of the populations above through local One-Stop systems. California brings forward the program resources below at the outset:

DEPARTMENTS INVOLVED	PROGRAM OR SERVICE
Department of Rehabilitation (DOR)	<ul style="list-style-type: none"> • Rehabilitation Services: Vocational services to eligible youth (and adults) with disabilities necessary to obtain, retain, maintain, or promote in employment; • Collaborative Transition Services: In collaboration with Local Education Agencies, programs such as Transition Partnership Programs and Workability II, III, & IV which serve high school, college, and out-of-school youth with disabilities by providing transitional and employment services.
California Department of Social Services (CDSS)	<ul style="list-style-type: none"> • Cal-Learn: Provides intensive case management to pregnant and parenting teens who must attend school while receiving CalWORKs cash assistance;

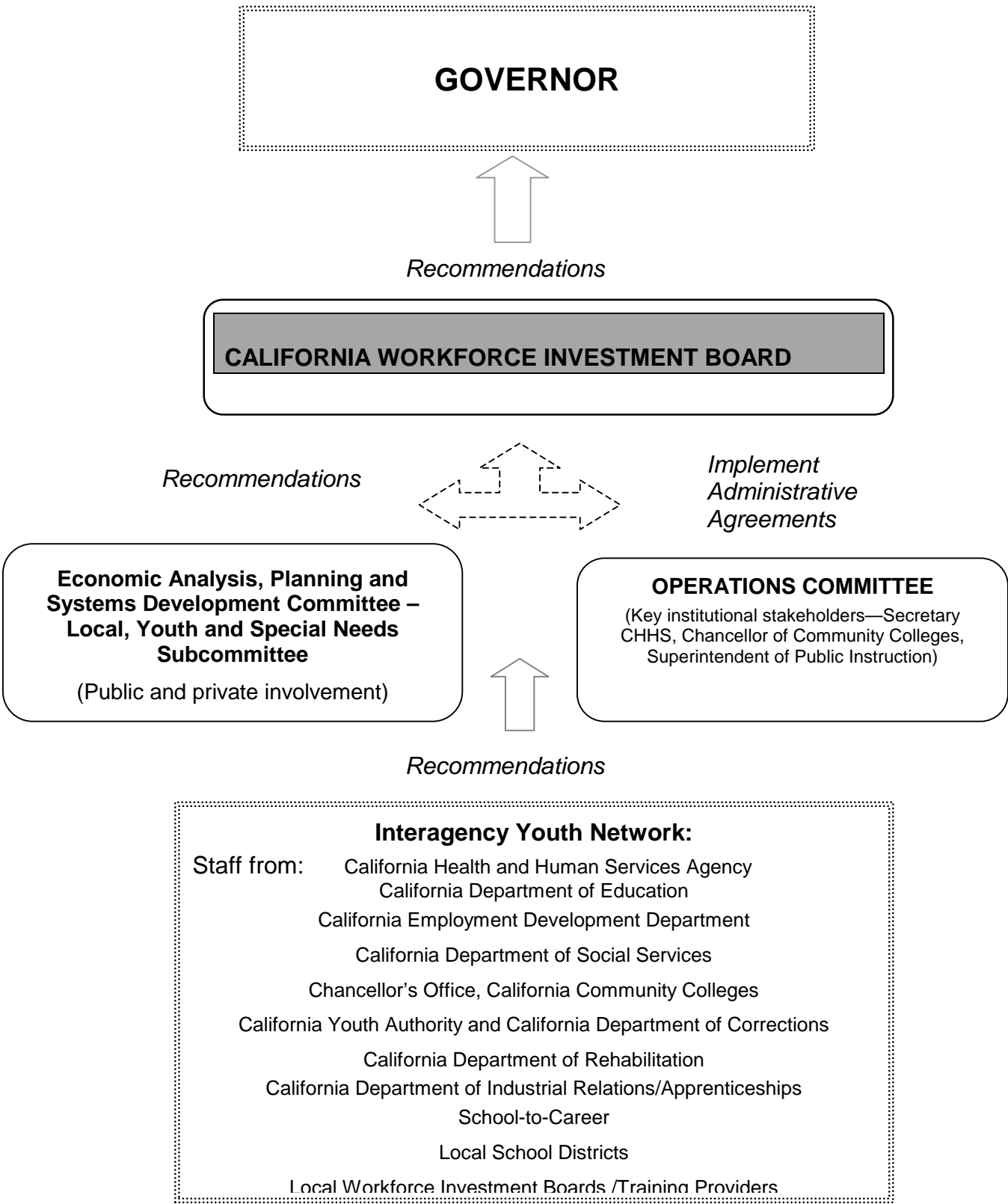
DEPARTMENTS INVOLVED	PROGRAM OR SERVICE
	<ul style="list-style-type: none"> • CalWORKs: California's TANF program, providing cash assistance and employment and training services to assist families on aid including youth successfully attending school; • Foster Care/Independent Living Program: Provides services and support to youth in foster care including employability preparation. The goal is to provide eligible current and emancipated foster youth aged 16-to-21, with the necessary skills and support to facilitate a more successful transition to self-sufficiency. Service goals focus on educational and experiential learning. Services include occupational training and college prep, financial aid, scholarships, housing, health issues assistance, and money management.
California Department of Education (CDE) and Employment Development Department (EDD)	<ul style="list-style-type: none"> • School-to-Career: Links academic & occupational learning; targets multiple high-school populations; includes technological learning modules.
CDSS and EDD	<ul style="list-style-type: none"> • Welfare-to-Work: Provides transitional employment services to CalWorks recipients; non-custodial parents; and young adults who have received foster care and custodial parents below the poverty level.
CDE	<ul style="list-style-type: none"> • Carl D. Perkins Vocational and Technical Education Act: Targets high-school students and young adults through articulated comprehensive assessment, occupational education, basic skills, academic learning and employment preparation. • Regional Occupational Programs and Centers (ROP/Cs): Targets high school students and out-of-school young adults, for vocational skills training combined with "community classroom" internship modules in multiple demand occupations.

DEPARTMENTS INVOLVED	PROGRAM OR SERVICE
CDE (Continued)	<ul style="list-style-type: none"> • Communities in Schools; Cities in Schools: School-based collaboratives with local business and community organizations creating the effect of educational “one-stop” linked with business academies. Includes provision of support services and health services on-site. • Teen-Parent Program: On-site programs at alternative and traditional high schools, combining educational attainment with parenting skills, on-site child care, and transportation assistance where possible. • CalWORKs Collaboratives: Campus partnerships often involving the ROP program, where CalWORKs recipients receive academic counseling, case management, and curricula enhancements leading to short-term, concentrated basic skills and vocational training. • Drop-Out Recovery: Often combined with Adult Education, high schools receive incentives for finding truant youth and bringing them back into the educational system through traditional or alternative models. • Alternative Education: After hours, weekend classroom, and independent study for youth unable to function with success in traditional high school setting. • WorkAbility II and III: Serves high-school youth with disabilities.
Chancellor’s Office, California Community Colleges (COCCC), and Local Community College Districts	<ul style="list-style-type: none"> • Carl D. Perkins Vocational and Technical Education Act: Supplemental federal funds for the improvement of occupation programs otherwise funded by the State. Includes a separate title to fund consortia of Tech Prep programs, which are articulated career pathways that begin in high school and result in a community college degree or certificate.

DEPARTMENTS INVOLVED	PROGRAM OR SERVICE
	<ul style="list-style-type: none"> • CARE Collaborative for on-site childcare for parenting students. • Extended Opportunity Programs and Services (EOP&S): Academic support, counseling, and financial aid including Cal Grants and Pell Grants for income-eligible students. • Disabled Students Programs and Services (DSP&S): Supportive services for eligible students with disabilities to have equal access to community college educational opportunities. • Apprenticeship Programs: Related and supplemental classroom and/or lab instruction for registered apprentices. • Distance Learning Projects: Computerized “classroom” training utilizing technology and sometimes television media to bring basic and occupational skills training to locations outside the college locale; i.e. into businesses, One-Stops, or other school settings. • Contract Education: Customized classroom training for employers, designed to upgrade skills of incumbent workers. Usually not credit. • AmeriCorps: National service program linking schools with community need, tutorial services, literacy, and mentoring. Participants agree up-front to a number of hours of service, and the program provides an educational award at completion which may be used for future educational expenses. • CalWORKs: Campus partnerships targeting CalWORKs recipients generally providing academic counseling, case management, and curricula enhancements leading to short-term, concentrated basic skills and vocational training.

DEPARTMENTS INVOLVED	PROGRAM OR SERVICE
COCCC and Local Community College Districts (continued)	<ul style="list-style-type: none"> • WorkAbility IV: Provides job search and placement in conjunction with the Department of Rehabilitation for students with disabilities.
COCCC & CDE	<ul style="list-style-type: none"> • Tech Prep: Articulated program combining high school completion with occupational education.
California Dept. of Corrections (CDC), CDE, and Inmate Programs Unit	<ul style="list-style-type: none"> • The Incarcerated Youth Offenders Program (IYO): Three-year grant for Workplace and Community Transition Training for offenders age 25 and under, with five years incarceration or less. Funds are used to assist inmates to acquire functional literacy, life, and job skills through the pursuit of academic or vocational education. Employment counseling continues through first year of parole. Program available through 12 prison facilities throughout California.
California Department of Industrial Relations, Apprenticeship Standards	<ul style="list-style-type: none"> • Oversees many pre-apprenticeship and vocational programs targeting high school and out-of-school youth as well as college students engaged in learning occupations in the trades. Works with labor councils and labor-management groups to develop new programs for apprenticeship. Provides information to youth and to programs serving youth on work permits and other regulatory information involving youth workers.
California Health and Human Services Agency: Dept. of Alcohol and Drug Programs; Dept. of Mental Health; EDD	<ul style="list-style-type: none"> • Youth Development and Crime Prevention Demonstration Model: Coordinated and comprehensive services for youth engaged in, or at high risk of, committing juvenile crime. Services also available for families to promote support for at risk youth. Linkages with juvenile probation, and drug courts, mentoring, schools, child welfare, and local health systems are vital to program success.

The chart below reflects proposed flow relative to the development of workforce investment policy on youth.



GLOSSARY OF ACRONYMS

ACSI	American Customer Satisfaction Index
ADA	Americans with Disabilities Act
AJB	America's Job Bank
ASU	Areas of Substantial Unemployment
BPPVE	Bureau for Private Postsecondary and Vocational Education
CalJOBS	California Job Openings Browse System
CalWORKS	California Work Opportunity and Responsibility to Kids Act
CBO	Community Based Organization
CCOIS	California Cooperative Occupational Information System
CES	Current Employment Statistics Program
CRS	Consumer Report System
CWD	County Welfare Department
DHH	Deaf and Hard of Hearing
DOL	U.S. Department of Labor
EDD	Employment Development Department
ESL	English-as-a-Second Language
ETPL	Eligible Training Provider List
FSR	Feasibility Study Report
GCEDP	Governor's Committee for Employment of Disabled Persons
IAW	Initial Assistance Workshop
ITAs	Individual Training Accounts
IWG	Interdepartmental Workgroup
JS	Employment Development Department Job Service
JTPA	Job Training Partnership Act
LES	Limited English Speaker
LMID	Labor Market Information Division
Local Board	Local Workforce Investment Board
MOU	Memorandum of Understanding
MSFW	Migrant Seasonal Farmworkers
NAFTA	North American Free Trade Agreement
O*NET	Occupational Information Network
PBA	Performance-Based Accountability
PIC	Private Industry Council
POSIT	Principles for One-Stop Information and Training
RESS	Refugee Employment Social Services
SDA	Service Delivery Area

Glossary of Acronyms

SFP	Solicitation for Proposal
SJTCC	State Job Training Coordinating Council
State Board	California Workforce Investment Board
Task Force	One Stop Career Center System Task Force
UI	Unemployment Insurance
VETS	Veterans Employment and Training Services
WARN	Worker Adjustment and Retraining Notification Act
WIA	Workforce Investment Act
WtW	Welfare-to-Work
WPRS	Worker Profiling and Re-employment Services